

DEVELOPING A PROJECT PLAN THROUGH A STANDARDIZED MODEL FOR A NON- ORGANIZATIONAL PROJECT

Case: Producing an album for SØNE

LAHTI UNIVERSITY OF APPLIED
SCIENCES
Faculty of Business
Degree Programme in International
Business
Bachelor's Thesis
Spring 2016
Anria Kinnunen

Lahden ammattikorkeakoulu
Degree Programme in International Business

KINNUNEN, ANRIA: Developing a project plan through a
standardized model for a non-
organizational project
Case: Project plan for SØNE

Bachelor's Thesis in International Business, 71 sivua, 9 liitesivua

Kevät 2016

TIIVISTELMÄ

Projektinhallintaa pidetään teollisuudenalojen rajat ylittävänä yleispätevänä teoriana standardisoidun mallin avulla. Standardisoitu malli on lujitettu projektinhallinta teoriaan Project Management Instituution toimesta. Yritykset ovat liittäneet projektinhallinnan toimintoihinsa keinona jäsentää töitä. Tämä opinnäytetyö toimii ohjeistuksena ja työkaluna kirjoittajan ja artistin projektisuunnitelman kehittämistä varten artistin albumin tuottamisessa.

Tämä opinnäytetyö soveltaa kvalitatiivista tutkimustapaa. Teoreettinen viitekehys käsittelee projektinhallintaa ja projektin prosesseja, sekä ohjeita projektisuunnitelman rakentamiseksi. Tietolähteitä on kerätty monista lähteistä keskittyen standardisoituun projektinhallintamalliin. Empiirinen osa hyödyntää projektin suunnittelu työkaluja sekä kirjallisuusosuudessa kerättyä tietoa projektisuunnitelman rakentamista varten strukturoimattomien haastatteluiden sekä osallistuvan havainnoinnin kautta. Opinnäytetyö esittelee kuinka initiaatio-, sekä suunnitteluvaihe toteutetaan case projektin kautta. Koska case projekti on taiteellinen ja pieni skaalainen projekti, projekti suunnittelun työkalujen valikoima ja määrä ovat asetettu vastaavaksi.

Tulokset hahmottivat sopivan skaalan projektille pääalueenaan albumin tuottaminen, sekä kaksi ala-aluetta sisältäen artistin promootion ja tehokkaan verkostoitumisen. Tärkeimmät hyödyt tunnistettiin projektin menestymisen kannalta olevan musiikkikappaleiden ja verkostoitumisen tehokkaampi tuottaminen, sekä laajempi läsnäolo sosiaalisessa mediassa. Aktiviteetit skaalan pääalueiden toimittamiseksi tunnistettiin kriittisten menestystekijöiden pyramidin ja –taulukon avulla, sekä työnositus työkalun avulla. Projektin kontrolloinnin määrittelytaulukko hahmotti kaikki kontrollointi menetelmät, joita tulisi soveltaa projektin toteutuksen aikana ja sisälsi aikataulun, budjetin, resurssisuunnitelman sekä promootiosuunnitelman.

Asiasanat: projekti, projektinhallinta, projektin suunnittelu, projektin initiaatio, projekti prosessi, projektinhallinnan historia

SISÄLLYS

1	INTRODUCTION	1
1.1	Background	1
1.2	Thesis objective, research questions and limitations	2
1.3	Theoretical framework	5
1.4	Research method and data collection	6
1.5	Thesis structure	8
2	PROJECT MANAGEMENT	10
2.1	History of project management theory	10
2.2	Rethinking project management	13
3	PROJECT CONTEXT	17
3.1	Project life cycle	17
3.2	Project stakeholders	18
3.3	Project processes	19
3.4	Process groups	19
3.5	Process interactions	20
3.5.1	Initiating processes	20
3.5.2	Planning processes	21
3.5.3	Executing and closing processes	23
4	BUILDING A PROJECT PLAN	25
4.1	Stage one / why / initiation processes	25
4.1.1	Why checklist	25
4.1.2	Benefit hierarchy	27
4.1.3	Benefits specification table	29
4.2	Stage two / how / planning processes	31
4.2.1	How checklist	32
4.2.2	Table of critical success factors	34
4.2.3	Control specification table	36
5	EMPIRICAL RESEARCH	39
5.1	Project plan development process	39
5.2	Thesis as part of the project	40
5.3	Data collection procedure	40

6	RESULTS & CASE STUDY : PROJECT PLAN FOR SØNE	42
6.1	Vision	42
6.2	Objectives and metrics	44
6.3	Identifying workload and flow	48
6.4	Preparing for the implementation	52
7	CONCLUSIONS AND FURTHER RESEARCH SUGGESTIONS	57
7.1	Validity and reliability	59
7.2	Suggestions on further research	60
8	SUMMARY	61
	REFERENCES	
	APPENDICES	

LIST OF FIGURES

Figure 1. Theoretical framework	5
Figure 2. Thesis structure	9
Figure 3. Core and facilitating processes	22
Figure 4. Why checklist	26
Figure 5. The simple benefits hierarchy.....	28
Figure 6. Benefits mapping technique	31
Figure 7. How checklist	32
Figure 8. Critical path of success.....	35
Figure 9. Critical success factors triangle	36
Figure 10. Gantt chart.....	37
Figure 11. Project plan development process	39
Figure 12. Simple benefits hierarchy -SØNE	43
Figure 13. Benefits mapping - SØNE	44
Figure 14. Critical success factors triangle - SØNE	49
Figure 15. Work breakdown structure - SØNE	51
Figure 16. Answers to research questions	57

LIST OF TABLES

Table 1. Distinction between quantitative and qualitative data	7
Table 2. Benefits specification table	30
Table 3. Benefits specification table - SØNE	46
Table 4. Table of critical success factors - SØNE.....	52
Table 5. Control specification table - SØNE	54

1 INTRODUCTION

1.1 Background

A project is an activity initiated by a need for change, which will create a benefit for the project owner. It is an activity with a specific start and end point, thus it is not a continuous activity. In a business context when the project reaches its end-point, it should be integrated into the business, therefore creating a change in daily business activities. As change is increasingly present in today's business, the business world has included projects and project management as a normal business operation. (Melton 2007, 4-7.)

Project management is becoming more and more essential in today's competitive and turbulent business economy. Indeed, four out of five global managers believed that project management is a core competency that help them to remain competitive during recession. Project management is a core competency due to increased control and improved results as the need for effective use of resources and assets is realized as projects are carried out. As a comparison to the 2007 situation, in 2010 companies used more time on planning, more frequent project reviews and measurement for project outcomes owing to the increased importance of project management in companies. (Project Management Institute 2010.)

Projects are now undertaken by the business field as a way to structure work within organizations. Regardless of the recent growth of the field, the project management theories and models have not evolved greatly. (Svejvig & Anderssen 2015.) Packendorff pointed out in his paper that project management is still regarded as a general theory with the project considered as a tool and project management being the models controlling it (Packendorff 1995, according to Söderlund 2004). The interest towards project management theories has increased due to the view of the theories being universally applicable. The professional associations

concerning project management are keen on the standardization of project management. (Söderlund 2004, 183-184.) This was noticed also by the author as most of the literature found concerning the project management is based on the theories in Project Management Body of Knowledge constructed by Project Management Institute. There could be said to be two schools of thought in project management research. The first having an interest on using analytical tools for planning and methods of management, thus having a base on the engineering field. The other school basing the interest on social sciences, thus using organizational theories and psychology in project management. It has been suggested that more diverse theories should be created to address different types of projects instead of few general methods. (Söderlund 2004, 184.)

The topic for the thesis developed from the author's friend's (from now on referred to as the artist) dream of producing his own album. The artist's music was become more acknowledged and the author suggested co-operation to make a proper plan for producing the album as there were constraints that interrupted an earlier undertaking of the project. These constraints could be minimized through planning. Both the artist and the author will be implementing the project together, but the scope of the thesis is limited to the initiation and planning stages.

1.2 Thesis objective, research questions and limitations

As producing an album is a time-consuming endeavor and certain constraints were identified that interrupted an earlier undertaking of the project, it was decided that a project plan is appropriate to be developed.

The aim of the thesis is to provide an understanding of project initiation and the planning processes which are implemented into the case project. Therefore the main objective and output of the thesis is a complete project plan for producing a full-length album for the artist.

In order to create a good understanding for the realities of producing an album with the specific capabilities and vision of the artist, the following matters are researched:

- Identify the exact vision of the artist as well as his capabilities and resources
- Generate understanding of the details concerning music production
- Create an action plan for the album production while taking into account the previous points

To accomplish the objective of the thesis, the following research question is set: *How should the project be executed in an optimal way while taking into account its unique characteristics?*

In order to answer the research question, the following sub-questions need to be answered:

- What is the exact vision of the artist for this project?
- What areas of scope the project team has to deliver to achieve the vision?
- What are the benefits the project team is striving to achieve by actualizing the vision?
- How does the project team track the progress of the project?
- What are the main tools that should be followed while the project is executed?

As every project is an unique endeavor, the thesis is limited to address the case project of producing the album of the artist. Also, the thesis has emphasis on the initiation and planning phases of the project, therefore the complete project life-cycle of the case project is out of the scope of the thesis and is not reviewed. The thesis utilizes the standardized project management models and theories. Therefore, the use of Rethinking Project Management model and its implications is out of scope for the case project. The “Why checklist” of the initiation phase and the “How

checklist” in the planning phase are introduced. These lists work as a guideline and introduction for each phase of the project as well as an indication of which set of characteristics and tools should be taken into consideration. As the lists have strong implications for organizational projects as some sections in them are performed simply to get approval from the managerial level and are not relevant for the case project. These lists are irrelevant to be used in the empirical part of the thesis.

1.3 Theoretical framework

Theoretical framework introduces existing theories and concepts of the subject of the research (Statistics Solutions, 2016). In the thesis the literature review concentrates on project planning theory. As the objective of the thesis is to build a project plan, more emphasis in the review is on the initiation and planning phases of a project. Figure 1 presents the theoretical framework of the thesis.

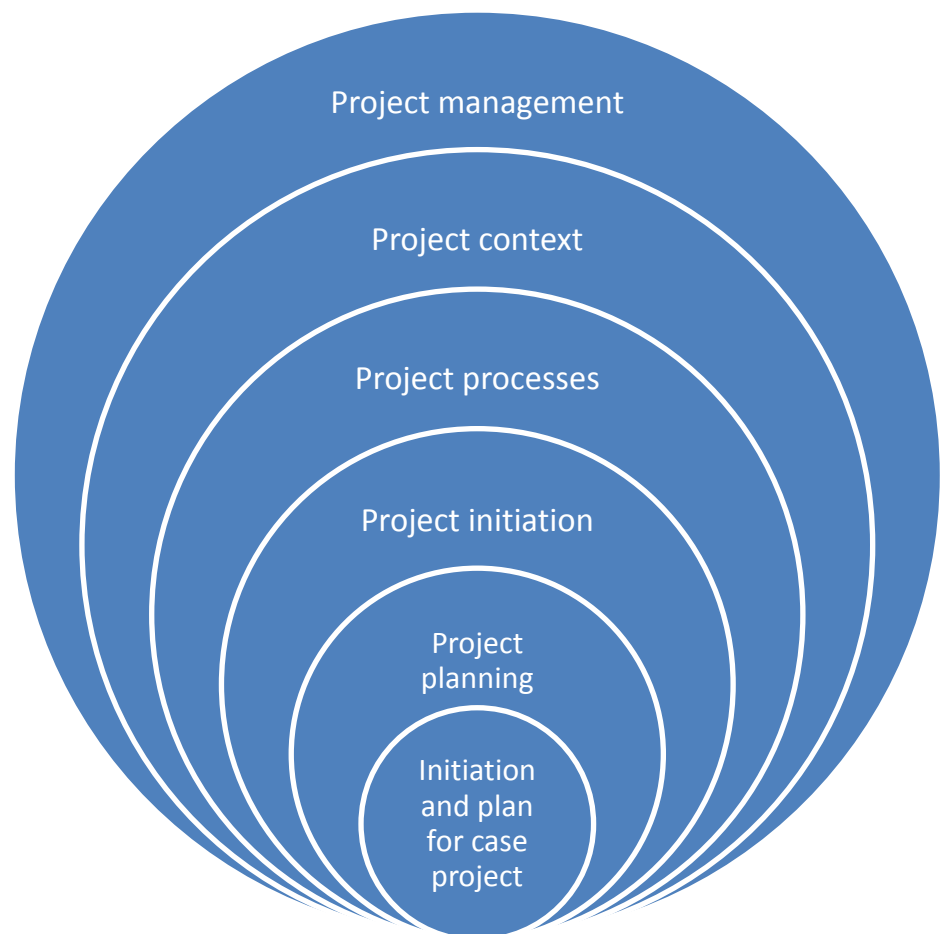


FIGURE 1. Theoretical framework

The theoretical framework starts with a review on project management history and theories. Next is the introduction of project context to understand the incorporated characteristics that every project contains. Following the context, the processes within a project are reviewed. After reviewing the general background of projects, the framework reviews in

detail the initiation and planning phases as well as their respective tools in order to complete the last step of the framework. The objective of the last step of the framework is to complete the initiation phase and project plan for the case project.

From the researched literature of project management tools, methodologies and theories, two books were identified as a base to build the project plan. These were identified by two criteria. First, that the tools have to be adaptable for a small-scale, non-organizational project. Second, the definitions have to be extensive due to the lack of experience of the author in project work. Melton Trish's book *Project Management Toolkit : The Basics of Project Success* (2007) provides relevant theory and tools adaptable for smaller scale projects. The second book, *A Guide to the Project management Body of Knowledge* (2008), later referred as PMBOK, provided the more detailed definitions of the concepts of projects.

1.4 Research method and data collection

This chapter focuses on introducing the research and data collection methods used in the thesis. There are two main research approaches which a researcher can use; induction and deduction. The deduction method starts from researching the theory which is then applied to a specific case. In the induction method, the quantitative or qualitative factors of the case are collected, analyzed and lastly extended into the corresponding theory or category. (Nollaig 2011, 19.) Thus, these two methods function in opposite directions, deduction from theory to empirical while induction moves from empirical to theory. The thesis uses the deduction method as the research begins with the focus on general theories around project management and moves later on applying these theories to the case project.

Research methods are divided into two distinct groups; quantitative and qualitative. Quantitative research concentrates on measurements, numeric data and analysis through statistical methods. In qualitative research, the

aim is to understand a complex phenomenon in a natural setting with non-numeric data analyzed through conceptualization. (Saunders et al. 2009, 482.) Table 1 below summarizes the differences between qualitative and quantitative research methods.

TABLE 1. Distinction between quantitative and qualitative data (developed from Dey (1993); Healey & Rawlinson (1994); according to Saunders et al. 2009, 482)

Quantitative Data	Qualitative Data
Based on meanings derived from numbers	Based on meanings expressed through words
Collection results in numerical and standardized data	Collection results in non-standardized data requiring classification into categories
Analysis conducted through the use of diagrams and statistics	Analysis conducted through the use of conceptualization

As presented in Table 1, quantitative data is numerical, standardized and analyzed through statistical methods whereas qualitative data is derived from words that are classified into categories and analyzed through conceptualization (Saunders et al. 2009, 482).

The research starts with introducing the project management, context of projects and moving to the project planning theories and tools. When the knowledge of project planning processes and tools are gathered and presented, the qualitative research is carried out. For this study, the primary data is collected through unstructured interviews as well as participant observation method. According to Merriam (2014, 91), unstructured interviews are used when the researcher does not have enough information or experience to ask relevant questions. Therefore it is utilized to give insight and understanding on the subject and is often used in conjunction with the participant observation method and case studies.

According to DiCicco-Bloom and Crabtree (2006) regarding the participant observation method, the researchers record field notes as they observe from the sidelines and/or as they join the activities of those they are studying.

Participant observation is therefore seen as a valid method of gathering data as the author is part of the project team and observes the development of the case project. Unstructured interviews are used simultaneously in order to collect data concerning in-depth knowledge and details of music production as well as the project vision of the artist. Unstructured interviews are facilitated by the author as brainstorming sessions where the artist and author discuss in-detail the vision of the project. The factors that lead the discussion are the author's chosen project planning tools that will be utilized as the conclusion of the brainstorming sessions.

Due to being very personal and being a small project with only two main executors and without external funding as well as the project plan being limited by the artist's vision, the need for other research methods was seen as unnecessary.

1.5 Thesis structure

The figure below represents the structure of the thesis. More detailed explanations for the structure is in the following paragraph.



FIGURE 2. Thesis Structure

The thesis begins with a descriptive part of the thesis introducing background, objectives, theoretical framework and methods. The literature review consists of introducing the project management theories, project context as well as the theory and tools behind the two phases of a project that the thesis focuses on: initiation and planning. The second part of the thesis focuses on the empirical side. Empirical research introduces the data collection methods used and the case study is the representation and analysis of the results. The conclusion part will present the answers to the research questions and suggestions for further research will be made. Finally the summary will present the thesis in a nutshell. The final product, the project plan, can be found in the appendices.

2 PROJECT MANAGEMENT

This chapter introduces the history of project management and its standardized models. The Rethinking Project Management research is introduced to understand the suggested enhancement to the standardized project management model.

2.1 History of project management theory

The best practices of project management are driven from North American engineering projects. Project management is a rather new topic of research becoming more widespread in the 21st century. The history of project management is not as clear as for the marketing or other business disciplines. Project management theories are still considered to be universal and generalized practice. To understand the full extent of where these best practices begin we have to look further into the history. (Garel 2013, 663.)

There can always be found some organized human practices that have been documented before, such as building bridges and buildings, therefore project management history focuses on management models rather than practices. Project management did not become separate from other forms of activity until the second half of 20th century. The recognized history of the project management model starts from non-institutionalized practice towards a highly institutionalized practice model. The field leading to the creation of project management models was architecture. It was realized in the middle ages that improvisation became more and more ineffective due to the growing number of professionals in the field, increasing amount of construction methods as well as diversification of materials. In the construction field, a project was the anticipated future object. It moved from intention to design and from there to construction as separate phases. In Gothic architecture the sketches and drawings were systematically employed to create new constructions. In the 15th century, Alberti, renaissance's "universal man" as an architect, humanist and

initiator of Renaissance art theory (Kelly-Gadol 2016), saw architecture as a “mental thing” having the techniques, uses and aesthetics essential for creating the object. This represented one of the first analyses of design processes, but not yet a model for project management. (Garel 2013, 665-666.)

The institutionalization of project management started from the division of labour between professions such as local master builders from the normal builders in the middle ages. In the 12th century the division of labour was emerged in construction of cathedrals through the practice of contracting and supervision of the work. More and more deliberated activities were started to be carried out in the 18th century France, where engineers started to rely on network of institutions in public building constructions as well as codifying their knowledge and practices. (Garel 2013, 666.)

According to Pollack and Adler’s (2015, 247) research regarding the use of keywords of project management literature to identify trends, multiple authors have observed the strong influence of engineering on the early development of the project management field. The standardization of project management as efficiency-oriented independence lasted from 1930’s until 1950’s. Public authorities were the major initiator of the projects as new problems arose including public goals and interactions between institutions. At this point reaching the goals at any costs was more important than efficiency. Nevertheless, new know-how was accumulated through these colonial projects but was monopolized by isolated companies without standardization. The projects were conducted as any other operations as there were no systems dedicated for managing the projects. (Garel 2013, 666-667.)

The standardization of project management was initiated by professional associations. The associations disseminated the management tools for project management. A standard model was created by the Project Management Institute. There was no particular individual event leading up to creating a standard model for project management but more of sources of inspiration. These were sources such as engineering science, previous

large projects that were carried out, socio-economic development that created new know-how and the management of innovation which has become a competitive competence for companies. (Garel 2013, 667.)

The Cold War was one of the initiations that led to a development of more standardized project management models due to its need to meet tight deadlines and coordinating high number of suppliers as well as controlling the costs. The spreading of instrumental project management model was carried out by institutions. The Project Management Institute (PMI) is the leading association of spreading the standardized model of the project management practices. It was created in 1969 where the members could share their experiences in project management. The fundamental belief of the PMI is that the standardized tools and techniques are suitable among different projects across the industries. The environment of the PMI has remained highly technical as it brought together technicians, engineers and scientists from organizations such as NASA. (Garel 2013, 667.)

The PMI's project management model, referred by some researchers also as the "classical project management model", incorporates assortment of methods and tools such as work breakdown structure and critical path method, which actually replaced the earlier widely spread PERT (Program Evaluation and Review Technique) planning tool as it limited some of its drawbacks. The PMI standards were and still is enforced by institutions such as The American Federal Government which requires PMI standards to respond to certain tenders as well as Pentagon's training for European military engineers in the use of these tools in the past. American agencies were the leading figures of the dissemination of the project management tools by forcing its suppliers to use the same monitoring tools instead of multitude of progress measurements making them becoming the norm. (Garel 2013, 668.)

Gradually the PMI has standardized the practices in the project management by introducing the body of knowledge in project

management with the PMBOK (Project Management Body Of Knowledge) books as well as providing certification for project managers who masters this standardized body of knowledge. These initiatives have been generalized beyond industries giving a common identity for project actors regardless of the business sector. The PMI's standard model is now the prevalent method of the industry with PMI being the leading non-profit membership association in the world with 600,000 members and having credential holders in more that 185 countries. (Garel 2013, 668.)

2.2 Rethinking project management

This chapter introduces the Rethinking Project Management research, which suggests enhancements and different perspectives to the standardized, classical project management model introduced in the previous chapter.

Project work has received increased importance in the business world, yet the concept of project management has remained technocratic due to the standardization of project management also referred as the classical project management model. The classical model has received criticism for its shortcomings in practice. As an outcome the scholars have turned to find new models as a response to the classical model's challenges. (Svejvig & Andersen 2015, 278.) One of the biggest influences towards the recent research for new models, the so called rethinking project management -research (RPM), is the suggested change of approach from "project as a tool" to "project as an organization" introduced by Packendorff (1995, 328). This RPM model is seen as a tool to enhance and expand the current knowledge and practice of the field. The model has potential and answers to some challenges faced by the classical view, but not until 2014 there has been research in terms of making the model actually conceptualized in order to become more integrated. Therefore the RPM model does not yet have a wide research base, incorporate integrated practices or show significant empirical evidence of its advantages. (Svejvig & Andersen 2015, 278-279.) The RPM should not be

considered as dichotomic against classical view but more of combining “old truths and new insights” (Jugdev et al. 2001 according to Svejvig & Andersen 2015, 280). It is also argued by Winter (et al. 2006, 638) that the rethinking concept embeds the classical model as well as enhances it rather than disguards it.

Svejvig and Andersen (2015, 279) outlined the general views to categories based on previous research of the RPM. The main categories to conceptualize the RPM were identified through the research and includes the contextualization, social and political aspects, rethinking practice, complexity and uncertainty, the actuality of projects and broader conceptualization.

The first category identified from the research papers, contextualization, refers how the projects should be considered in broader context taking into account of organizational strategies, project’s environment and the management of multiple projects. Social and political category suggests the change of emphasis from the tools and procedures towards social and behavioral elements of management. (Svejvig & Andersen 2015, 283.) Clarke (2010, 618) suggests for project managers the utilization of understanding of their own and others’ emotions actively in projects as it influences project managers’ behavior and decisions. The third category, rethinking practice, implies the need for alternative methods in which practioners could work with projects. This incorporates the view of Crawford et al. (2006, 731) indicating the need of educating practioners who are in touch with the newest theories and research instead of exclusively concentrating on technical skills. The recent development of projects becoming more complex, Atkinson et al. (2006, 687) suggested the need for a more sophisticated method to recognize and manage uncertainty and this derived the category of complexity and uncertainty. Kreiner (1995, 335) pointed out that the originally intended outcomes do not necessary stay relevant over the course of project as the environment changes and thereby increasing the risks of not reaching project success. The actuality of projects category was outlined due to the lack of empirical

studies that would not be of limited extent and therefore not understanding the reality of project management in extensive sense. Blomquist et al. (2010, 13) suggested project-as-practice approach which would begin with individual actions leading to identification of what models and concepts could be derived from the actions. In the classical model the research often departs from overall concepts and models from which actions are derived.

The last outlined category addresses the broader conceptualization. The contributions creating this category offers alternative perspectives on multiple factors included in projects and their management. As an example an alternative perspective was introduced by McLeod et al. (2012, 83) concerning evaluating the project success from subjectivist perspective as the researchers studied how different stakeholders perceive the project outcomes and how they evaluate success.

The significant set back for RPM, is its lack of diffusion into practice as well as the lack of acceptance of being useful enhancement of the classical project management model. The classical project management model still dominates the textbooks significantly and is the governing professional model of project management with the body of knowledge (PMBOK) produced by Project Management Institute. (Morris et al. 2011, according to Svejvig & Andersen 2015, 286.) However, the recent increase in RPM literature may indicate that classical model is facing increasing challenges (Svejvig & Andersen 2015, 286). The experienced practioners are combining the classical and rethinking model in their use of project plans. The project plan was the rational part for progress reporting representing the classical view, but it was also used to enhance understanding and facilitating negotiations incorporated in the rethinking view. (Blomquist et al. 2010, 9.) Nevertheless, the classical model is highly institutionalized and strongly supported by the “best practices” such as Project Management Body of Knowledge which is reinforced by the certification programs and arguably the dominant view in project management field. (Svejvig & Andersen 2015, 286.)

Due to the lack of integrated and clear guidelines of rethinking project management model's implications on project planning, the thesis heavily leans on the standardized model of project management. The following chapters introduces the concepts and practices of the standardized model of project management. The theory is derived from Project Management Body of Knowledge, PMBOK (2008), as well as Project Management Toolkit : The Basics of Project Success (2007), which is also introduces tools for standardized project management albeit is more simplified for those less experienced in project management.

3 PROJECT CONTEXT

A project has a set of characteristics that differentiates it from normal day-to-day operations. A project must have a starting and ending point as it is not part of normal operations. (Project Management Institute 2008, 5.)

Projects incorporate a variable amount of risk and uncertainty due to their goal of achieving something unique, not included in common operations (Lock 2013, 1). In this chapter, the environment of a project is explained. It explains the set of broad characteristics that every project contains and which are needed to understand in order to build a project plan.

3.1 Project life cycle

Being an unique endeavor, a project contains uncertainty. In order to control and minimize uncertainty, project is divided into phases to facilitate management control. These phases are collectively known as a project life-cycle. During a phase of a project, the aim is to complete certain deliverable assigned to the phase. When the deliverables are completed successfully in a sequent logical manner, it should lead to the deliver of the main scope of the project. In the end of each phase, a review known as phase exit should be done of the deliverable in order to correct errors and give the permission for the project to move to the next phase. (Project Management Institute 2008, 18-19.)

The start and end points as well as the sequence of the phases of a project are visualized by a project life cycle. Illustrating the project life cycle helps to define in detail what work should be done and by who in each phase. Project Management Body of Knowledge (PMBOK) states that the following set of characteristics are found in most project life cycles: The cost and staffing levels rises as project evolves; In contrary, the uncertainty falls as project evolves; The ability to influence on the project sequentially falls as project progresses. There are very few identical project life cycles caused by the unique characteristics of projects even though they have similar phase names and sets of work. (Project

Management Institute 2008, 15-17.) A standard model for project life-cycle which most of the projects go through include four phases: Initiation, organizing and planning, execution and closure (The University of Akron 2016).

3.2 Project stakeholders

Project stakeholders are parties who are affected, both positively or negatively, by the execution or completion of a project. The identification of stakeholders is not a simple task and often a line has to be drawn on how wide interest group is chosen to be considered as a stakeholder. PMBOK has listed the following parties as key stakeholder groups of every project:

- Project manager – Person responsible for managing the project
- Customer – Parties who will use the main deliverable of the project
- Performing organization – Parties who are involved executing the project
- Sponsor – Party who provides the financing or resources for the project.

(Project Management Institute 2008, 23-27.)

Generally the key stakeholders can be described to be the individuals who get the project to progress and are able to get the funding and then overseeing the results (Kendrick 2010, 230). Advantages of identifying and contacting influential stakeholders, especially in large-scale projects, are key to get approval of the higher level managers as well as their skills may improve the project. When the potential benefits are communicated effectively and regularly to the key stakeholders, the opportunity for larger amount of resources is increase. (Patel 2008, 277.)

Depending on the scale, industry, purpose of the project and which interest groups are considered as stakeholders, there are multiple categories of other possible stakeholders outside of the key stakeholder groups such as internal, external, suppliers, contractors, government

agencies and team members. When the stakeholders are identified, their needs and expectations should be determined. The expectations of different stakeholders may conflict and therefore managing them is a complex task. The differences on expectations should be appointed and resolved early on the project. (Project Management Institute 2008, 23-24.)

3.3 Project processes

A process is composed of activities that generates a result. In project processes there are two main categories where the process belongs to: project management processes and product oriented processes. Project management process is a describing and organizing function for the workload of project and product oriented process is the actual execution of the work to create the scope. It is important to understand that these two categories of the processes interact throughout the project. (Project Management Institute 2008, 37.)

3.4 Process groups

PMBOK visualizes a general example of five project process categories. These categories are initiating processes, planning processes, executing processes, controlling processes and closing processes. The process groups interact during the life of a project. Thus, when a project is moved from the planning state to execution it simultaneously moves to control as well. Control processes may notice a need for a change, e.g. change of scope due to a resource issue and therefore there is a need for a planning process again. The deliverables of one process group becomes an input for the next process group. Execution process should not be active without inputs from the planning processes e.g. a project plan. The execution processes change when they are given other input i.e. updated project plan. The amount of each project processes varies within the life-cycle of a project, therefore they are not limited to one phase of a project and overlaps with each other. (Project Management Institute 2008, 38-40.)

3.5 Process interactions

Similarly as between process groups, also within the groups the processes are linked by their inputs and outputs. Each individual process can be therefore described more detailed by three sequent categories: Inputs, tools and techniques and outputs. Inputs are particles that the process can act upon. When input is received, tools and techniques are applied to create the outputs, which are the results or deliverables of the process. These deliverables moves to another process within the process group or through a review to next process group. (Project Management Institute 2008, 37.)

3.5.1 Initiating processes

Initiation process according to PMBOK is about defining a project with an objective to get the project authorized (Project Management Institute 2008, 44). According to Melton (2007, 13), it is the first stage of the project where the project team ask the question “why are we doing this project?” and defines the need and required benefits of the project to justify its execution.

Usually organization has many projects to choose from. Stage one is devoted to determine that this project is the right project to execute right now as any alternative project as well has the chance of changing how the organization operates and to receive some benefits. (Melton 2007, 14.) It is also the start of benefits management life-cycle. As every project needs justification for its execution, i.e. determined benefits should be accomplished for given scope in order for the project being successful, the delivery of benefits should be carefully monitored. If the first stage of a project is not delivered properly it may cause the project to become “white elephant” i.e. the project was successfully delivered but the business does not need it which has caused a loss of resources. Also, there is a possibility of the project not delivering at all. (Melton 2007, 14.)

3.5.2 Planning processes

Planning is important so that the project team knows what definition have been given to a successful project and to know when that specified outcome is reached. Without a vision and a plan of what must be delivered in order to achieve successful outcome, there is no other measurement of progress than consumption of time and resources. There are no goals of what the team is supposed to deliver with the used amount of resources. (Alleman 2014, 37-38.) Planning decreases the amount of uncertainty of a project. Establishing a plan helps to select the correct project for the organization to endeavor, have effective implementation plan as well as clear activities and responsibilities for the project team. It enables working effectively without confusion and delays of the project. (CHAFEA 2012.) If there is no project plan created the likelihood of project getting out of control is high and control and risk strategies are impossible to be placed. Project and team would have no path to follow which will impact success and motivation. (Melton 2007, 55.)

There are multiple processes included to planning process group, but project manager should harmonize the amount of planning with the scope of the project and the usefulness of the information developed. The planning processes are strongly connected to each other, therefore any changes in any parts of the plan can cause a need to change other parts of the plan as well. (Project Management Institute 2008, 46.)

As the project processes are linked to each other, the project plan should be a 'live' document. It should be updated whenever something changes in order to manage uncertainty. Every change has to be aligned with the scope and benefits needed in order to achieve successful outcome of the project and minimize the risk. (Melton 2007, 54.)

There are two categories of processes within planning processes group. First is core processes, with dependencies and therefore which essentially need to be done in the exact sequence on most projects. Second category is facilitating processes which are performed as they appear to be needed.

The facilitating processes that are needed in each project are highly dependent on the nature of the project. The figure below displays the processes within each planning process group. (The Center of Association Leadership 2016.)

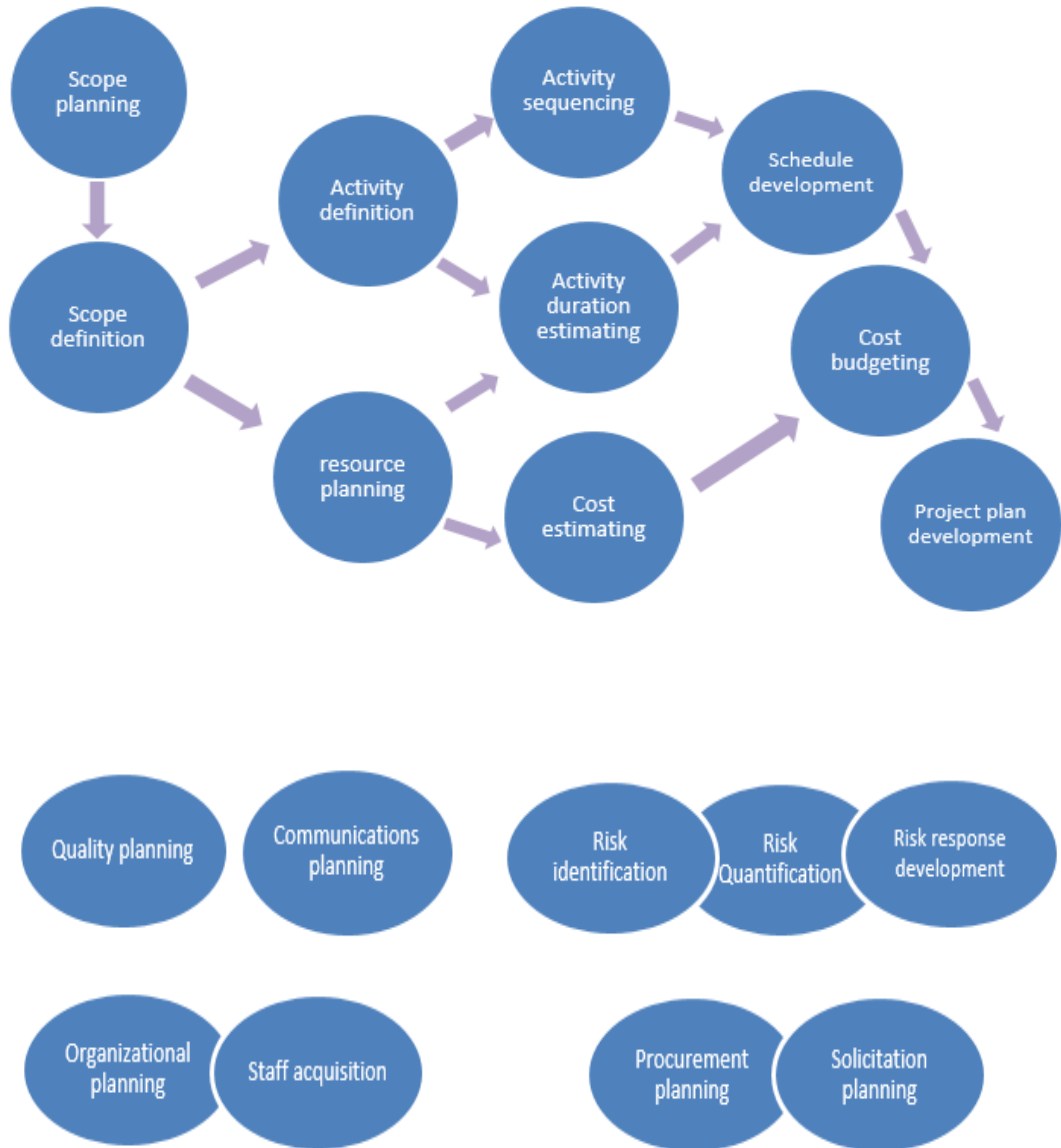


FIGURE 3. Core and facilitating processes (Project Management Institute 2008, 193)

The upper group with direct linkage portrayed the arrows represents the core processes of planning group. These processes are carried out in the order displayed in the picture in order to deliver a robust plan. The group displayed below core processes are the facilitating processes. These

processes are carried out when they appear to be needed and tend to be dependent on the nature of the project.

Project management in its core includes management of three factors: cost, time and scope. The main target of planning is to link effective management of these factors with team management, development of shared commitment to the outcome and continued reassurance that customers will get what they need. (Melton 2007, 53-54.)

3.5.3 Executing and closing processes

According to Melton, the third stage of project is all about the delivery i.e. being in control. The created project plan, which usually takes long time to create, is valuable only if it is executed accordingly and overseen.

Achieving determined benefits and a successful project is all about monitoring the current situation of a project compared to the set plan and making the suitable adjustments according to the comparison. In addition to monitoring the progress, the outcome should be forecasted continually to increase certainty. Forecasting helps to adjust the plans if needed and manage the risks. The forecasts focus on the three project factors mentioned earlier: cost, scope and time. (Melton 2007, 107-108.)

The final stage of the project concerns the review of did the project team deliver the benefits that were desired successfully. In this phase all the benefits are tracked after the delivery of scope. Depending on a type of a project, the delivery of benefits can be tracked while the project is being delivered e.g. delivery of improvement projects. For others it may be tracked only when the full scope is delivered e.g. launching a new product. This phase includes the review concerning sustainability of the project delivery. This means integrating the possible change in methods of working resulted from carrying out the project to the day-to-day business. As an example when organizational development project is carried out resulting into a new way of operating, the project management team

should find a way of assuring that people do not revert back to the old ways of working. (Melton 2007, 149-151.)

4 BUILDING A PROJECT PLAN

As the objective of the thesis is to build a project plan, while the execution is not happening in the time of writing, the focus of the research is in first and second phases, i.e. the initiation and planning, of the project.

Therefore, this chapter focuses more in detail to the theory and tools needed to execute the first and second stages of the project and as a result to have the knowledge needed to build a robust project plan.

4.1 Stage one / why / initiation processes

The thesis introduces few tools to build a foundation for the project i.e. an appropriate business case. The first stage is to determine why is the project being done and find the appropriate justification for its execution, i.e. appropriate scope for expected benefits. By asking the question “Why should the project be done”, the main benefit for the executing party of the project should be found. (Melton 2007, 13-14.)

4.1.1 Why checklist

The first tool, introduced in Melton’s Project Management Toolkit, is “Why checklist”. The checklist is powerful tool to justify the project’s existence and lead to an approval of the project. The figure below displays the Why checklist with the questions that needs to be answered before project should continue to further stages. (Melton 2007, 15.) This tool serves as a guideline of which set of questions should be generally answered to in order to initiate the project, but will not be included in empirical part and in the project plan for the case project.

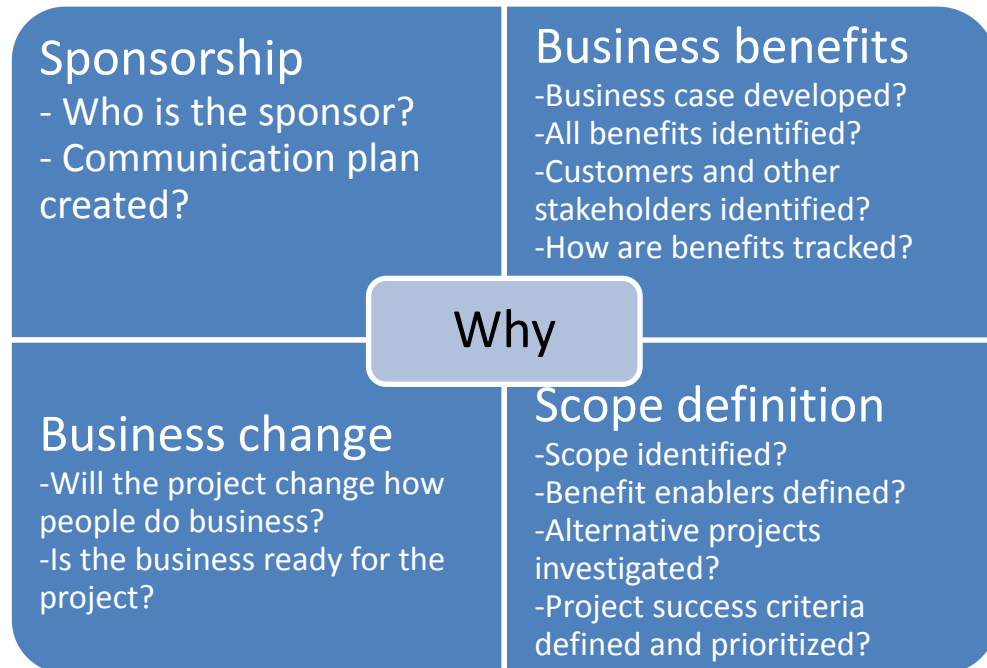


FIGURE 4. Why checklist (Melton 2007, 16)

If an idea is still in a very early development stage and new type of a project for the organization, some of the more complex questions can be effectively answered with help of other tools. Tools to help answering these questions are introduced in the coming chapters.

The sponsorship category ensures that within the organization or group, the project has enough support. The sponsor should be a person with a sufficient level of authority. This ensures the smooth development of project with person who is able to ensure approvals and contact the stakeholders efficiently. An initial joint contract should be constructed between the project manager and the sponsor to define the responsibilities and accountabilities of each party. Construction of communication plan, who should be informed and how about the project, falls into the hands of sponsor as well. (Melton 2007, 15.)

The business benefits category defines the business and benefits management factors of the project's initial idea as the "raw" idea does not usually contain a full business case in the beginning. In this category, the stake holders, i.e. the key parties involved in the project by one way or

another, has to be identified. The benefit metrics, which are the measures of whether the project is reaching the determined benefits, should be selected. (Melton 2007, 15-17.)

Business change category helps to understand the result a project has on the everyday business life of an organization. It ensures that all of the changes, which the project will develop are taken into a consideration, thus evaluating is the organization ready for these changes. As an example, if there is a project for upgrade on company's manufacturing facilities, it would lead that machine operators would need to be retrained as well. (Melton 2007, 17.)

Scope definition ensures that the scope definition is detailed enough in order for the project to deliver the benefits the scope enables. In this section the scope, benefit enablers and project success criteria should be defined clearly but also the possible alternative projects investigated. After defining the scope and benefits criteria, more specific objectives can be defined within each of the areas of scope. Objectives can be set for the areas of scope which are critical for the project's delivery. These are called critical success factors and are being introduced in the next chapter. (Melton 2007, 18.)

When all of the questions of why checklist is answered, the project manager and sponsor can make an informed decision whether or not this specific project should be progressed further. Stage one ends with an agreement that this project is the right one for the executing party to do right now. (Melton 2007, 18.)

4.1.2 Benefit hierarchy

The benefit management starts from the initiation phase of the project and benefits hierarchy tool is in the heart of beginning the benefit management. This tool enables to develop an idea into a more detailed definition, thus giving a justification for approval of the project. The purpose of benefits hierarchy tool is to align the scope to the desired

business benefits. The tool may also find additional benefits as well as identify high-level scope gaps. The simple benefits hierarchy assists to build an idea as well as align the idea to desired benefit. (Melton 2007, 20.)

The main purpose, and the highest level of the hierarchy, of the tool is to assess if the idea of the project is able to contribute a benefit to organizational goals or strategies. The tool is simply in the shape of a triangle consisting of five levels each with a different factors which helps to assure the value of the project's idea. In brief the tool should develop a summary of project's idea. In the figure below the five distinct levels are described. (Melton 2007, 21.)

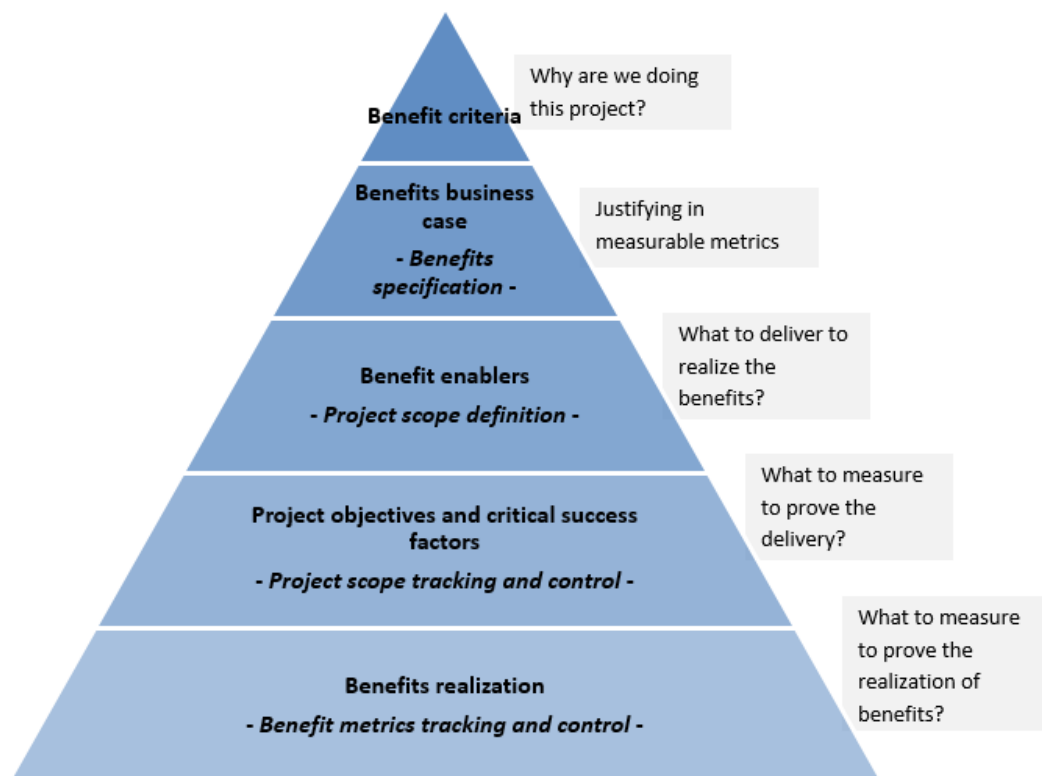


FIGURE 5. Simple benefits hierarchy (Melton 2007, 24)

The highest level tends to be linked to an organizational, thus strategic, objective or goal. The simple benefits hierarchy starts the process of translating the high-level goals into benefit criteria. The benefit criteria is created for the purpose of aligning the projects or other organizational

activities to the strategic goals of the organization. The next level, business case, requires quantifiable and measurable benefit metrics is investigated in detail by performing a cost/benefit analysis in the case of organizational projects which requires funding. For the third level the project scope is defined, i.e. what the project has to deliver to the customer. In project objectives level the first level of Critical Success Factors (CSF) has to be defined. It is simply the identification of the general, big-picture, activities or processes which are required to create project's successful outcome. The base level of the triangle is concerned with benefit metrics. Benefit metrics are created through Benefit specification table with the help of benefit mapping. (Melton 2007, 20-22.)

The creation of simple benefits hierarchy should be started from the middle level, defining the scope and worked upwards in order to align benefits with the high level goal. The questions displayed in each level of the Figure 5 clarifies what the input needs to answer to. After the upper part of the triangle is finished the bottom part can be defined. If the benefits criteria cannot yet be defined easily, the benefits mapping method and benefits specification table will provide an input for this part. The simple benefits hierarchy is a useful tool for the stakeholder management as it supports convincing the need of change and building support for it and therefore generates team buy-in. Additionally it gives a platform for exchanging ideas and constructive discussion among team members, therefore working as a team management tool. (Melton 2007, 24.)

4.1.3 Benefits specification table

In order to get the base level completed of simple benefits hierarchy, the benefits specification table should be created. This tool identifies the potential benefits of a project. There are two categories of benefits: Financial and non-financial. Financial benefits are easier to measure as they are tangible, therefore very measurable. Non-financial benefits tend to be related to business change projects, thus delivering employee motivation or customer satisfaction etc. and are relatively harder to

measure. The table consists of six columns: potential benefit, benefit metric, benefit metric baseline, accountability, benefit metric target and area of activity. (Melton 2007, 26.)

TABLE 2. Benefits specification table (Melton 2007, 27)

Potential benefit	Benefit metric	Benefit metric baseline	Accountability	Benefit metric target	Area of activity
<i>What the project will enable the business to deliver</i>	<i>Characteristics to be measured</i>	<i>Current level of performance</i>	<i>Person who is accountable for delivery of benefit to target</i>	<i>Required performance to achieve overall target</i>	<i>The project scope that will enable this benefit</i>
<Insert comment>	<Insert comment>	<Insert comment>	<Insert comment>	<Insert comment>	<Insert comment>
<Insert comment>	<Insert comment>	<Insert comment>	<Insert comment>	<Insert comment>	<Insert comment>

Potential benefits are high-level benefit criteria which relates to the high-level organizational, strategic objectives. The benefit metrics, i.e. measurable metrics, if delivered should support the organization meet the organizational objectives. The metrics should have adequate measurement units corresponding with the potential benefit desired. The benefit metric baseline relates to the level of activity of the benefit metric before the start of the project. Some data collection is needed if the baseline levels are unknown. Benefit metric target is linked to the delivery of the potential benefit. This is the target level of the metric that should be achieved in order to deliver the desired benefit for the organization. Accountability simply refers to the person who is responsible for the delivery of the benefit. Activity refers to the action that has to be taken in order to increase the metrics baseline level to the target level, thus achieving the potential benefit. (Melton 2007, 26-28.)

In order not to lack any links between the organizational goal, potential benefits and benefit metrics, a powerful method is used to map all the

information needed to fill out the benefits specification table. This tool is called benefits mapping method. (Melton 2007, 28.)

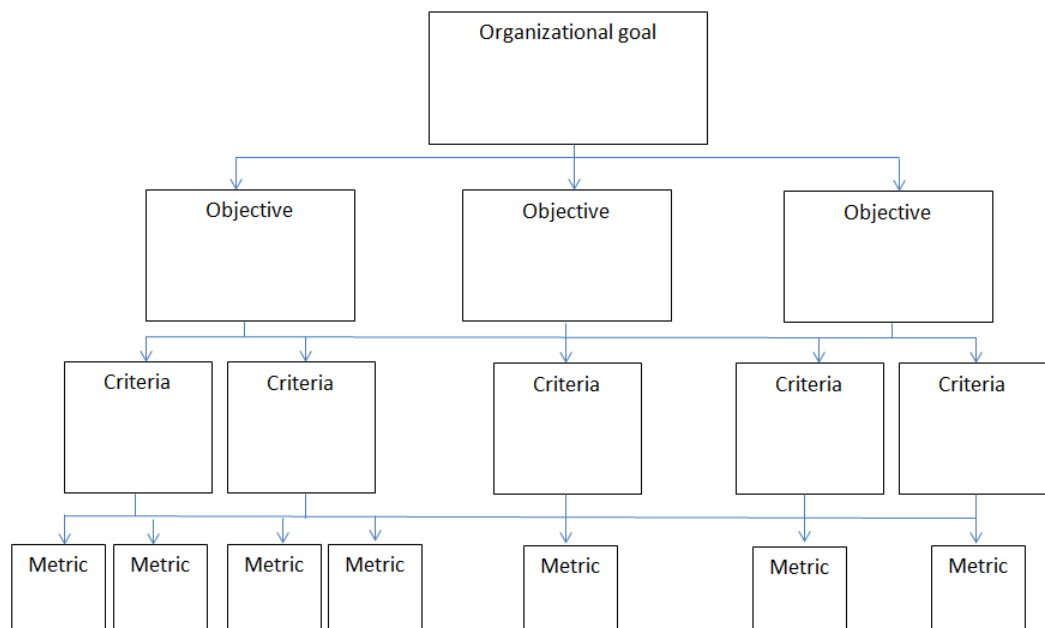


FIGURE 6. Benefits mapping technique (Melton 2007, 28)

The method starts with identifying the organizational goal. Using this method, the key stakeholders will go down through the levels by presenting questions to challenge the upper level. To identify the organizational objectives, the question to be asked is “How will we achieve the organizational goal?”. When the objectives are identified, the next level is challenged by a question “How will we achieve these objectives?”. The final question to be answered is “How will we measure this criteria?”. The mapping session should be executed with the key stakeholders as a brainstorm session in order to get as much possible outcomes and links as possible. (Melton 2007, 28-29.)

4.2 Stage two / how / planning processes

The second stage is all about asking “How?”. The main problems to solve by planning are how to deliver the project as well as how can the organization be able to realize the benefits. The project planning ensures

answers to these questions. Project planning defines project purpose and objectives, team organization and the project delivery strategies required to ensure the successful outcome. It also works as a communication tool for the project's stakeholders. (Melton 2007, 53-54.)

4.2.1 How checklist

How checklist ensures that the project has enough prompt plan in order to deliver the project successfully. All of the questions in the How checklist should be answered effectively, but as mentioned before, by balancing amount of planning between scope and information developed. (Melton 2007, 56.) This tool serves as a guideline of which set of questions should be generally answered to in order to plan the project, but will not be included in empirical part and in the project plan for the case project.

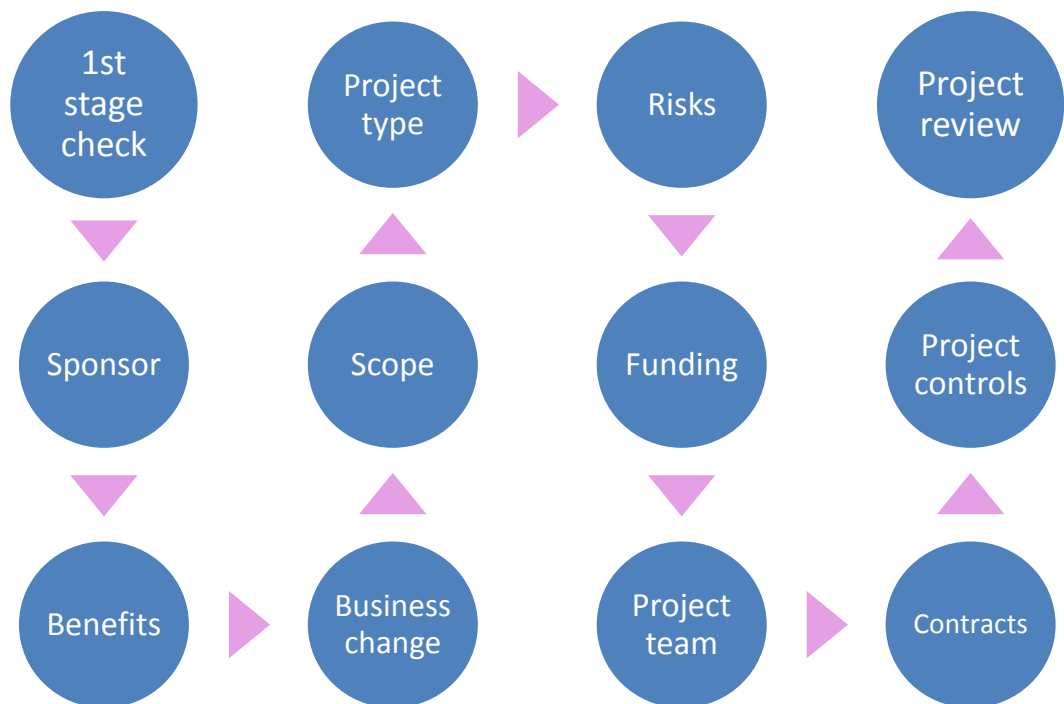


FIGURE 7. How checklist (Melton 2007, 57-59)

How checklist starts with inspection of the first stage. This part verifies if there has been any changes made or noted after the first stage ended. The possible changes made has to be reviewed and taken into account in

further planning stages. As during the first stage, also in the second stage sponsor is pointed out. This is verified due to the possibility of the change of sponsor as the benefits are detailed more clearly. (Melton 2007, 56.)

The following check refers to benefits management. In this step a benefits realization plan has to be developed. Meaning the delivery of the benefit metrics, which were defined during first stage, has to be scheduled according to the project timeline. (Melton 2007, 59.)

The next check up is concerning business change, which refers to the identification of the possible changes to methods of working affected by delivering the project. The identification of the business changes is done in order to ensure that the implementation of the business changes is planned and sustainable. It is important to take into consideration if there are business changes to take into consideration in customer's side. The completion and handover of the project may require training or other changes in customer's organization. (Melton 2007, 59-60.)

The following check is related to scope definition. First of all, it has to be confirmed if the scope has changed since the first stage as it is strongly linked to the approved business case and benefits realization plan. Also, the prioritized objectives of the project should be defined when the final scope is confirmed. The detailed scope in terms of quantity, quality and functionality can be determined through table of critical success factors, which will be introduced in next chapter. Project type refers to a roadmap that should be developed for the project. It is the route that project should follow in order to reach to success. At this point should be determined, which key milestones project should follow to reach success. (Melton 2007, 60.)

Next check is concerning the funding strategy and finance management. These checks are to ensure that the funding of the project has been determined. The questions related to this checks are: Has a funding strategy been defined? How will the finance be managed? Most projects carried out by organization has to go through a complex process to

request funding. Risk and issue management check ensures that project's risks are defined and managed. (Melton 2007, 61.)

The next check up, project team, is to ensure that project manager has a plan to select and manage all individuals in the project in order to create a high-performing project team. Related to previous checkup, contract and supplier management check up will define if external support is needed through contractors. If external support is needed project manager has to create strategy for the use of external suppliers, thus defining what is the process of using them in terms of purpose, selection, criteria, contractual arrangements and performance management. (Melton 2007, 62.)

Project controls strategy check reviews if the control strategy has been defined. Having effective control strategy for the delivery phase of the project will increase the certainty of success through identifying risks, problems, changes during the delivery phase of the project. A powerful tool, The Control Specification Table, to address this issue is introduced in later chapters. The last check on "How checklist" is project review strategy. This check will determine if there is a plan in place for managing and monitoring the project performance. This usually includes details concerning meetings between project manager and sponsor, project team meetings and external project reviews. (Melton 2007, 62-63.)

4.2.2 Table of critical success factors

The table of critical success factors is a tool used to ensure that all the measurable activities and deliverables required by the scope are identified and taken into account to the planning. If activities which do not contribute to the outcome are identified, they should be eliminated. The tool will first create the critical path of success and from there work further to detailed work breakdown structure including series of more and more detailed critical success factors. (Melton 2007, 70.)

Critical path of success is a series of activities identified which have considerable impact on overall project success. When these high level

(Level 1) critical success factors are joined together, it forms a critical path of success. The critical path requires a clear vision of successfully delivered project. Critical success factors can be identified on multiple levels. The second level of critical success factors are those activities which needs to be carried out in order to successfully achieve the first level critical success factors. (Melton 2007, 71.)

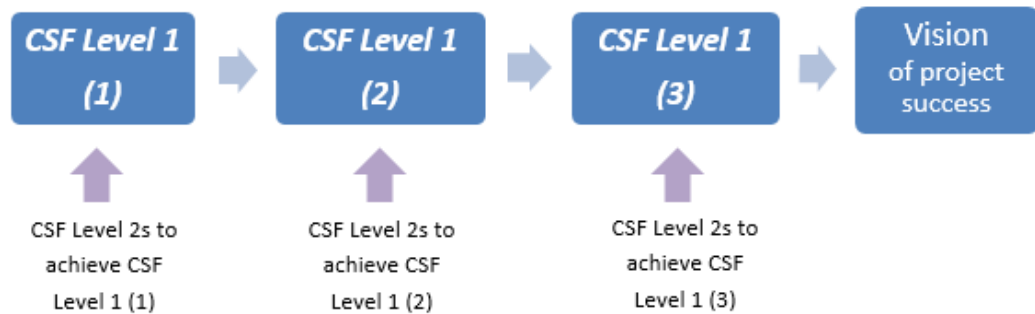


FIGURE 8. Critical path of success (Melton 2007, 71)

Therefore, in the table of critical success factors, the scope area stands for the first level critical success factors – Critical path of success. These activities has to be carried out 100% in order for the project to be successful. The objective tracking metric refers to the second level CSFs, which are the sub-activities of first level factors. These are typically activities tracked over time to a clear milestone completion point. The third level of critical success factors are in the table refered as critical milestone. They are factors with a clear milestone completion point but unlike the second level CSF are not typically tracked over time. Level three factors have accountable person appointed in the table of critical success factors. Final input to the table is priority section. The second and third level CSF should be prioritized accordingly. This should be done as all of the CSF should be completed, but some factors require more resources from the beginning than others, therefore this ensures the appropriate resource allocations within the CSF. (Melton 2007, 71-73.)

Rather than starting to fill out the table, it is easier to start developing the CSF through a triangle chart.

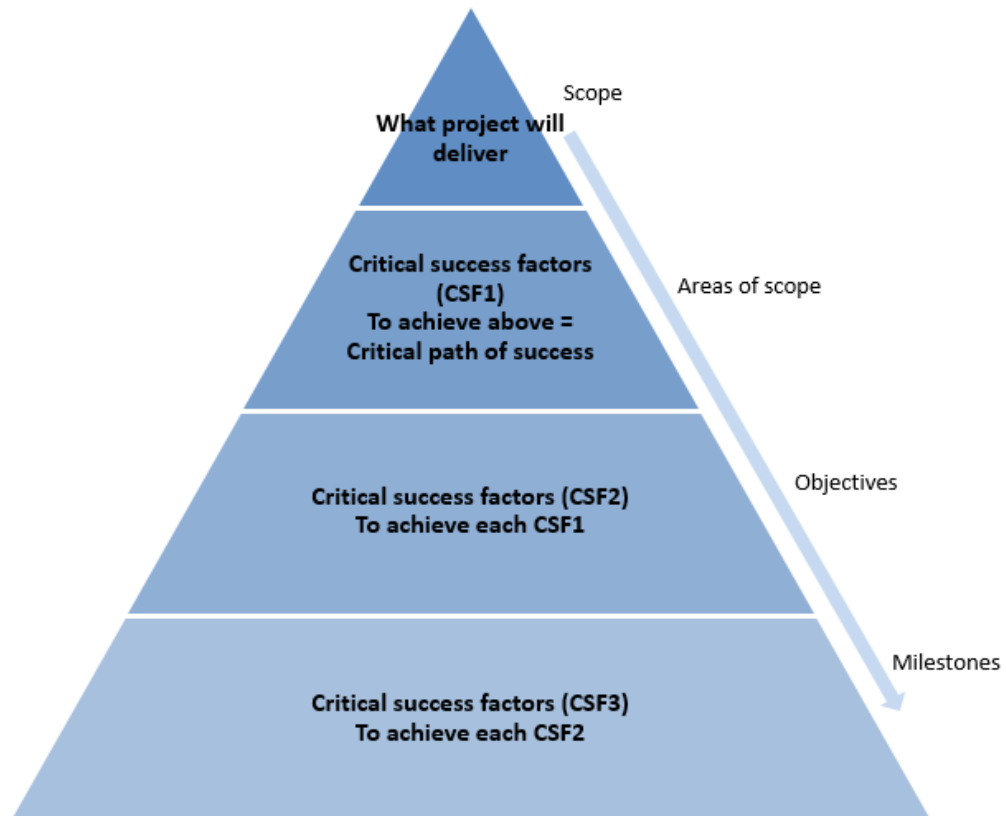


FIGURE 9. Critical success factors triangle (Melton 2007, 74)

Building a hierarchy for CSF helps to ensure that all the factors and activities align with the required scope. This can be done by building the CSF from the scope downwards as shown in the figure below. When moving from level to level a question “If this is not done can this be done?” should be answered. In order that all critical scope is being identified following question should be asked “Can this be done without any other activities?”. (Melton 2007, 74.)

4.2.3 Control specification table

A set of tools and techniques should be developed in the planning stage for the control stage of the project. These tools should be described in detail in the control specification table. Categories that should be included in control specification table are the following: cost, schedule, scope and control. Cost estimate for the project should be developed in order to follow the progress of the costs and to control the change. This is

developed by simply creating a cost report or a simple budget through taking into account all costing activities in work breakdown structure. The cost plan, developed through cost reports, displays to the organization the funds that are needed to deliver the project and works as a baseline for controlling the costs. Similarly as in costs, in scheduling the work breakdown structure is utilized as it displays the activities that should be scheduled. This helps to create an effective schedule which takes into account the duration and interdependency of the activities in the structure. While creating the schedule it is important to notify that the duration of an activity and the resources available are linked. The less the resources for a specific activity, the longer is the duration of the activity. The Gantt chart is an effective way to present the schedule as the interdependence of the activities are presented through time-based bar chart. (Melton 2007, 80-81.) See the figure below.

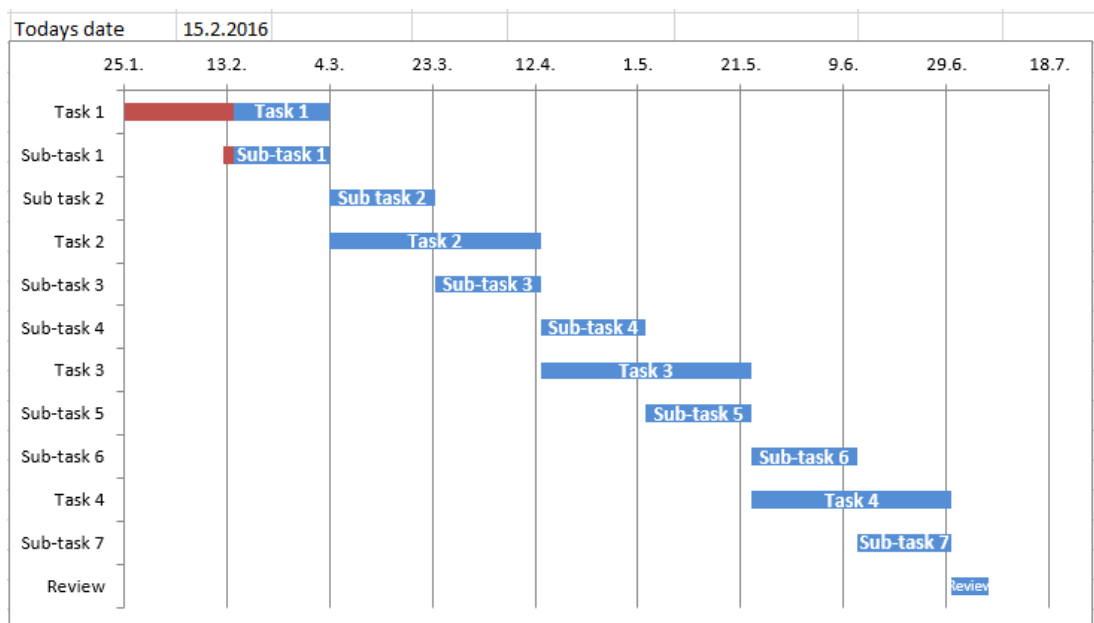


FIGURE 10. Gantt chart (Melton 2007, 82)

Scope control is developed through having a clear definition regarding the quantity, quality and functionality of scope and tracking that this definition given to the scope is being delivered in the execution phase. In practise it is controlled through analyzing the key deliverables which have assigned quality and functionality of each process of delivering the scope. Any kind

of change of scope has an effect to different areas of project plan such as schedule and costs. Therefore the scope must be clearly defined and linked to activities and deliverables in order to process change requests. This will ensure that all the activities which will be impacted by the change are being taken into account. (Melton 2007, 82-83.)

5 EMPIRICAL RESEARCH

In this chapter the project plan's development process, data collection procedure and the results are introduced. The results are gathered through unstructured interviews as well as participation observation and the data is represented by utilizing and filling up the tools that were introduced in the previous chapter. The results are presented in a life-cycle structure, while remaining in the scope of the thesis which is limited to the initiation and planning phases.

5.1 Project plan development process

The figure below represents the development process of the project plan. The development starts with understanding the artist's exact vision, goals and capabilities for the project in order to proceed in the right direction. This is the starting point of the data collection through unstructured interviews as well as participation observation. The data collection continues throughout the initiation and planning phases. The detailed procedures for data collection are described in the following chapter.

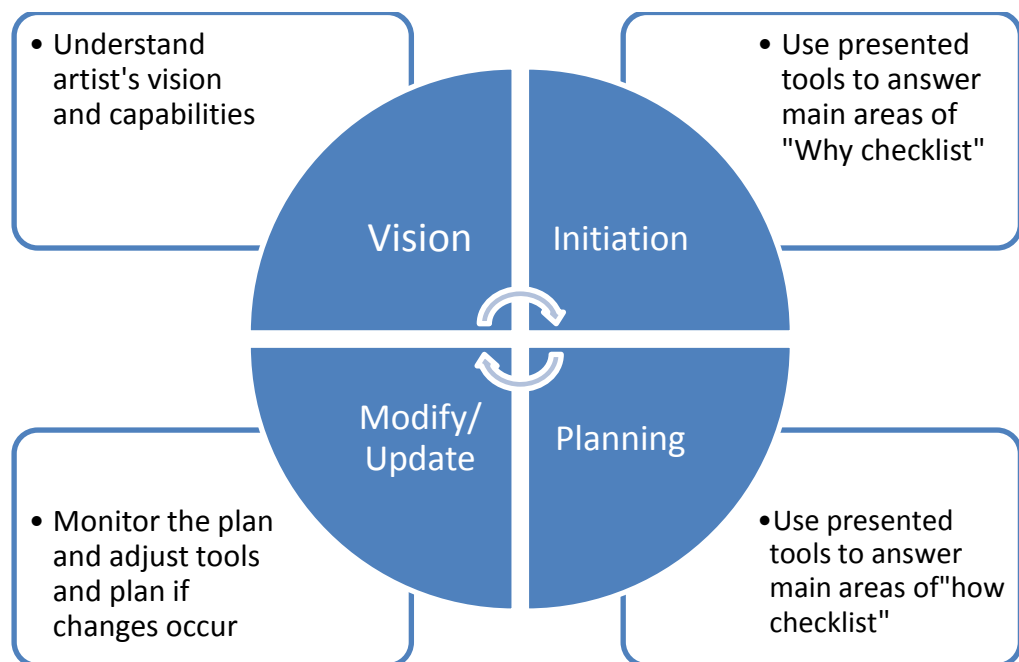


FIGURE 11. Project plan development process.

The data was coded from the conversation simultaneously as it was inputted to the tools. No differing point of views were identified that would have had an impact to the coding or analysis.

5.2 Thesis as part of the project

The empirical part of the thesis focuses on creating an understanding for the exact vision and goals of the artist regarding the album. It then follows to identify the factors to justify the project i.e. benefits vs scope and finally proceeding to the planning stage where the scope, time and costs are being linked and metrics and controlling methods assigned. The thesis is limited to the initiation and planning phases and therefore the implementation and control phases are out of the scope of the thesis.

5.3 Data collection procedure

Primary data was collected through unstructured interviews between the artist and the author. The unstructured interviews were seen suitable for a project that was lead by the artist's vision and giving insight to music production. Unstructured interviews are seen more as a discussion and works particularly well with participant observation method where the researcher is taking part in the "community's" actions (Bernard 1994, according to Kawulich 2005). As the project is in essence artistic, lead by a particular vision and very small-scale project, the need for multiple interviewees was seen redundant.

Participant observation method enables the possibility to describe in-detail the process of how the author and the artist utilized and filled in the project planning tools as the inputs in the tools are often conclusions of multiple brainstorming sessions. It also enables to describe actions other than regarding the inputs to the tools and give insight on the whole process rather than using only interviews. This is particularly useful when co-operation in the project is close and not all discussions are facilitated as interviews.

The unstructured interviews were carried out mainly through brainstorming sessions. In these sessions the author had rough topics which needed answers to, but not exact questions were formed. The discussion continued until all the topics needed for that situation were covered. The sessions were facilitated to discuss the topics that were needed to fill out the project planning tools introduced before and the output of these sessions were “ready” i.e. filled out tools. Participant observation method facilitated the data collection to describe the process of developing the project plan in detail as author was part of the project team. The data was coded simultaneously as the answers needed for the tools were agreed upon and therefore inputted to the tools. There were a total of three unstructured interviews i.e. brainstorming sessions. The first one was to facilitate the identification of the artist’s vision of the project as well as the benefits that the project is striving to capture. In the second session the work load and activities to deliver and measure the delivery of the areas of scope were identified. The last session was devoted to discuss the control methodologies and tools needed for the project given the project scope. The themes of questions for each session is displayed in Appendix 2.

6 RESULTS & CASE STUDY : PROJECT PLAN FOR SØNE

This chapter reviews the data obtained through unstructured interviews and participant observation. The themes discussed between the author and the artists are described as well as the factors that lead to the inputs for the project planning tools. The filled out tools represents the data gathered as a result of the discussions and brainstorming sessions between author and artist. The results are clustered to following sub-chapters: vision, identifying work load and flow, linking the vision and workload and finally preparing for implementation. The results are summarized into a project plan (Appendix 1).

6.1 Vision

The data gathering started with a session where the artist and the author discussed the overall vision of the project. The themes leading the discussion were: what are the reasons why the artist wants to produce the album, what is his perception of a full-album, what kind of album does he want to create and what is his desired artist image. The base for the discussion was to fill out the simple benefits hierarchy, which is used to create understanding of scope and required benefits.

The discussion started, as per the simple benefits hierarchy tool's instructions, from the middle level defining the scope. The main scope of the project was pointed out to be a full album and the promotion of the artist. See the figure 12 below.

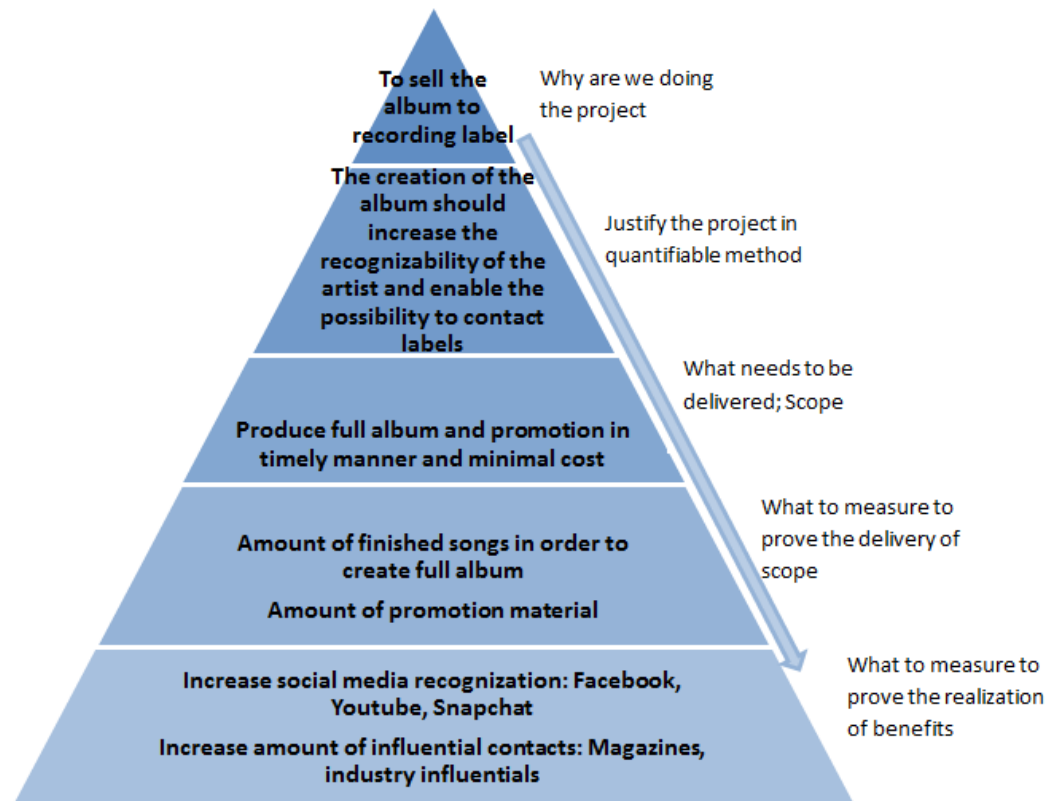


FIGURE 12. Simple benefits hierarchy

This was further detailed with characteristics of timely manner and minimal costs. Costs are highly restrictive factor for the project and limited time has previously restricted the undertaking the project earlier. The justification for the project was identified that by producing a full album there is great opportunity to contact and communicate with labels as well as promotion would possibly increase the chances of receiving a contract with the label as they do not have to, so to speak, start from a clean table. The main driver for the project was artist's goal of selling the album to a label in order to start his career as a music producer for his own music. It was discussed that as the scope is two-fold, album and promotion, the measurement of the scope should correspond. Therefore, the initial measurements for the delivery of scope were agreed to be amount of finished songs and amount of promotion material. These were specified into more detail in the benefits mapping. As the benefits for selling the album to the label are very difficult to concretely define as they depend highly on when do you get the contract and with which label, the

measurement of benefits focuses mostly on the promotion side; increased social media recognition and amount of influential contacts. These benefits are important in order to build up a fan base and getting over-all recognition in multiple platforms. Nevertheless, even the benefits of producing the album can not be quantifiably pointed out at this moment, it has to be taken into consideration that without producing the full album the chances of getting a contract with a label are minimal. Having ready, full-album increases these chances significantly.

6.2 Objectives and metrics

As the vision after the first brainstorming session was more of giving general picture of what the project is going towards, the vision was further detailed by utilizing the benefit mapping and benefit specification table. In order to identify all the metrics that should be tracked to follow the completion of scope and realization of the benefits, the benefits mapping technique was used. This technique facilitates the completion of benefits specification table.

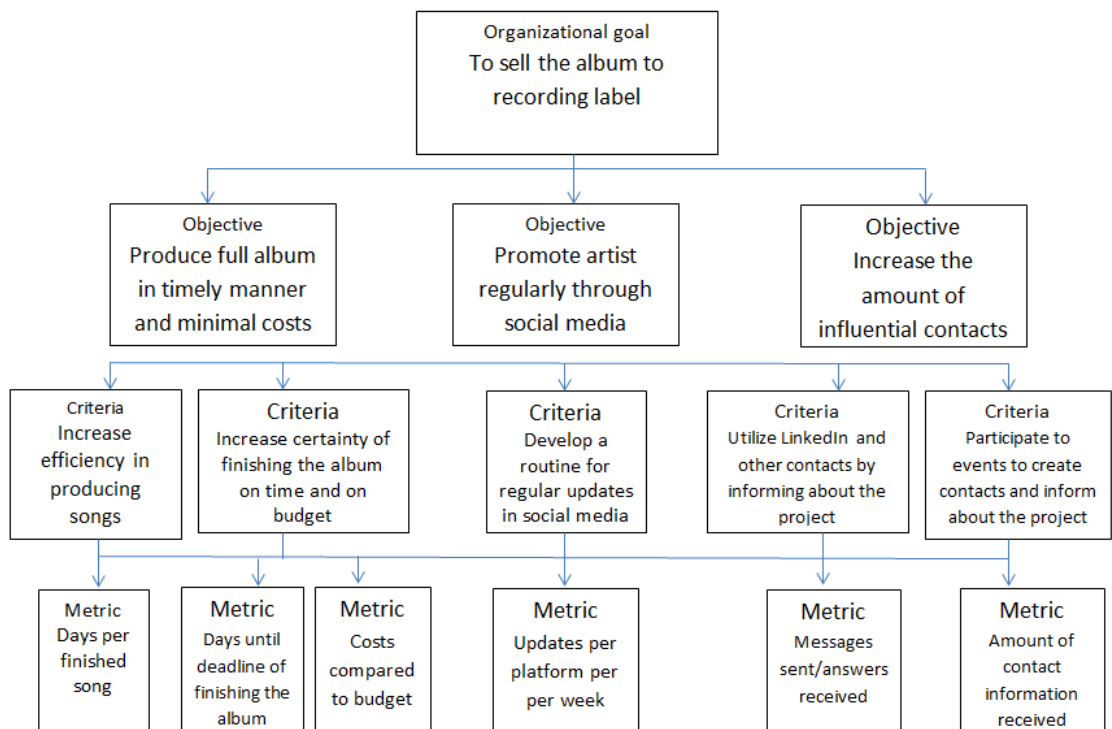


FIGURE 13. Benefits mapping - SØNE

The organizational goal, which could be in this case considered as a career goal, therefore being strategic, is to sell the produced album to a recording label. As per the instructions given for benefit mapping, in the brainstorming session author and artist opposed the question for each higher level by asking "How will we achieve this?". Therefore in order to identify the objectives, the question was opposed to the career goal, thus giving us a question "How will we achieve selling the album to the label?". Three objectives were identified to achieve this goal. First, to produce the album in timely manner and minimal costs, because without having an album contacting or negotiating with the label is very difficult. Second, to promote artist regularly through social media in order to have more influence for the label to make a contract. Third, to increase the amount of influential contacts to have connections for possibly playing shows or recognition on different platforms e.g. magazines. The criteria and metrics were then identified according to the objective.

After the identification of the objectives, the criterion for each objective had to be identified. As a result of the discussion regarding the main scope and objective, i.e producing a full album, the criterion to reach this objective were discussed to be increasing the efficiency of producing songs and increasing the certainty of finishing the album on time and on budget. These were the most important criterion as these were the restrictions identified already when defining the scope on the simple benefits hierarchy. Initial metrics to measure the criterion were discussed to be days per finished songs in order to follow the efficiency and days until deadline and costs compared to budget to monitor the final outcome of the project. The objectives concerning the scope area of promotion were identified as promotion in social media and increased influential contacts. All of the criterion in this area include regular action to make the artist name or the project more recognizable such as social media updates, contacting in LinkedIn and participating in events. Metrics were accordingly updates per week, messages sent reflected to answers received and in the events amount of contact information or interest received. The metrics are further detailed on the benefit specification table

After identifying the objectives, criterion and metrics for the main goal through benefits mapping technique, the same information was inputted into the benefits specification table to analyze the current level of performance and target performance further as well as dividing the accountability and identifying the area of action. See Table 3 below.

TABLE 3. Benefits specification table - SØNE

Potential benefit	Benefit metric	Benefit metric baseline	Accountability	Benefit metric target	Area of activity
<i>What the project will enable the business to deliver</i>	<i>Characteristics to be measured</i>	<i>Current level of performance</i>	<i>Person who is accountable for delivery of benefit to target</i>	<i>Required performance to achieve overall target</i>	<i>The project scope that will enable this benefit</i>
Increase the efficiency of producing songs	Days per produced song	Fluctuating due to not having any deadlines and limited time because of other projects	Sponsor	1 song per week	Production of the album project
Increase the certainty of finishing the album on time and on budget	Days until deadline of finishing the album compared to finished songs Costs compared to overall budget	No baseline due to no activities executed related to the metric	Project manager	Album finished on deadline Album finished according to budget	Production of the album project
Increased presence in social media through regular updates	Amount of updates per platform per week	Fluctuating due to not regularly creating music thus no reason to have regular presence	Project manager	Minimum of weekly updates on each chosen platform	Promotion of the artist sub-project
Utilize LinkedIn and other contacts to inform about the project	Initiated contacts/answers received Possible new contacts through old contacts	No baseline due to no activities executed related to the metric	Sponsor	When the album is developed further and promotion material is created, contacting should be regular once the vital people to contact are identified	Promotion of the artist sub-project
Participate to events to new create contacts and to inform about the project	Amount of contact information received	No baseline due to no activities executed related to the metric	Sponsor	When a schedule is created for the project, most important events to create contacts and promote should be identified while the album is still being produced. All these events should be participated to.	Promotion of the artist sub-project

The benefit mapping has direct inputs for the benefit specification table in the potential benefit and benefit metric column. The discussion to identify

inputs for the table started with benefit metric baseline. The only potential benefits (criteria in benefit mapping) having a baseline activity according to the artist were efficiency of producing songs and presence in social media. The efficiency of producing songs have a fluctuating baseline due to the artist previously having multiple projects in multiple fields and therefore there has not been great regularity in music production. Presence in social media has been under a different artist name but also in a fluctuating manner due to no regular production of music and therefore no incentive to make updates regularly.

Other potential benefits do not have baseline activity due to the artist not having activities on these benefits. The discussion of benefit metric baselines started off with the identification of how efficiently the artist with his capabilities can produce songs, which were set after the discussion for three songs every forty days amounting to approximately two weeks per song. Settling on days per set of songs rather than days per one song was seen more appropriate as the artist pointed out that he normally works on multiple songs at one time and cannot necessarily find inspiration on each day to work on only one particular song. Naturally for the producing album to be on time and on budget the benefit target was set to produce the album according to the plan which includes a schedule and a budget. The artist believed that regular updates should be at least weekly and preferably more than once a week, but the exact details concerning how much and which platforms were not discussed yet. The benefit metric targets for networking, LinkedIn and events, could not be precisely identified yet due to their nature not being something that can be easily planned upon. At this point the author and the artist agreed on to fill in the target as that the vital people and events are later identified when there is a product to promote such as demo. Nevertheless, even the specific target levels such as amount of events to be participated were not yet specified, the regular manner of the activities was inputted to be a target metric for these benefits.

The responsibilities were divided, where the author (project manager) is to be responsible for the certainty of finishing the album on a timely manner and on budget as well as the social media presence. These were identified as duties which were seen as doable without the artist's continuous assistance. Naturally for the production of the album, participating events and overall networking the artist was pointed out as the accountable person. Lastly for the benefits specification table the area of activity were defined. This helped the author and the artist acknowledge that the project actually has a main project, i.e. producing an album and one sub-project, i.e. promoting the artist incorporating two areas: regular promotion and increased networking. This was important acknowledgement for the rest of the planning process as it helped to section the planning for the main project and sub-project, one with higher priority and one with less priority.

6.3 Identifying workload and flow

As the initiation stage was completed with creating sufficient understanding on what the project is supposed to create in both scope and benefit standpoint, the project is moved from initiation phase to the planning phase. This chapter starts the building of the project plan.

In order to create schedule, budget and resource plans, all the activities required to successfully deliver the scope should be identified. Good starting point for identifying the activities for the project's success is a critical success factor triangle, which works as a base for work breakdown structure (WBS) and critical success factor table. The critical success factor triangle is a simple work breakdown structure with key words. The tool worked as a facilitator for the discussion of what kind of tasks music production includes as well as understanding more detailed vision towards the promotion of the artist. A simple description of scope was inputted in the top and worked down by asking "How will we achieve the upper level?". See Figure 14 below.

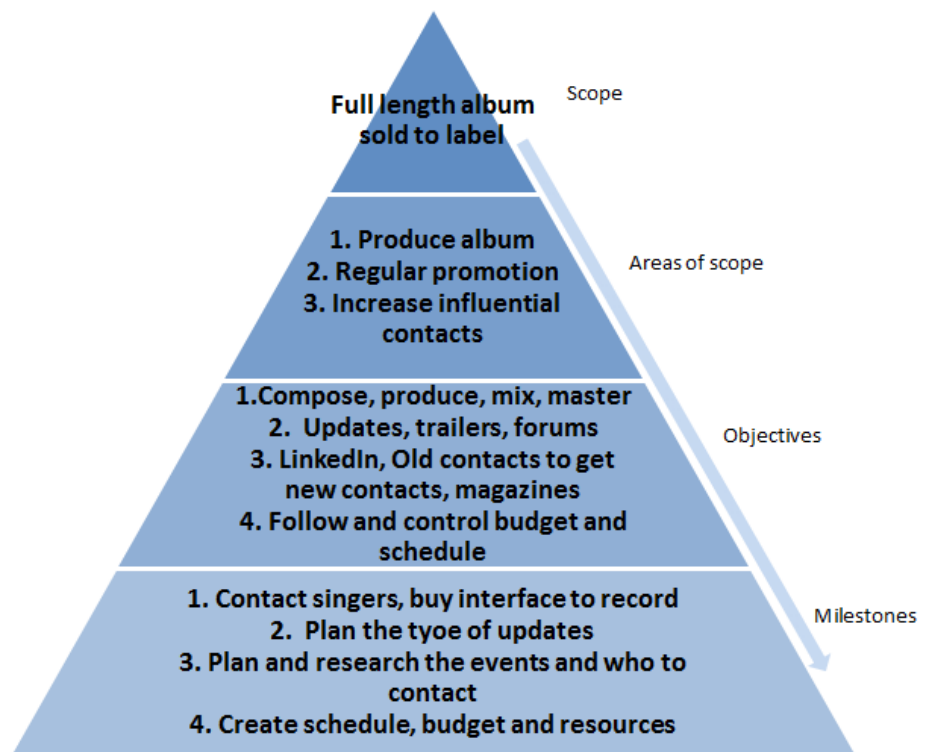


FIGURE 14. Critical success factors triangle - SØNE

To achieve the scope, the areas of scope which were identified in the benefits mapping were inputted to the second level from up. Therefore, in order to achieve selling the full length album to the label the project should involve producing the album, regular promotion and increase of influential contacts.

The actual work breakdown structures with more specific activities, what we need to do to achieve these areas of scope, starts from the third level. These were identified through a brainstorming session between the artist and the author as the tool requires large amount of insights. Activities that should be completed to produce album include composing, producing, mixing and mastering the songs for the album. The artist has long history of producing his own music therefore these activities can be carried out effectively. One hindering effect was pointed out which has affected that some of the songs have not been completely finished is that the artist does not own interface to record vocals. Interface is used to record vocals or instruments for songs. The artist does all instrumental parts of the songs in a computer program but for recording vocal lines, the interface is necessary. Due to the significant need of interface to record vocals to 12

songs, it was concluded in the discussion that interface needs to be bought in order to carry out the project effectively.

The activities for regular promotion were identified as updates in social media, trailers to youtube and updates in different music forums. It was pointed out by the artist that the music to be in the album can not be used in the trailers or other promotion material as long as there is no contract with the label due to copyright issues. Therefore, if music is to be included in the promotional material it has to be other music than that what will be in the album. That was not seen as a barrier due to the extensive amount of tracks that the artist has produced and are not going to be included in the album. In order to increase the amount of influential contacts the LinkedIn contacts should be utilized as well as old contacts should be used to develop new contacts. Magazines should be contacted to to get official promotion and completely new contacts. The artist pointed out, that through multiple projects he has been involved in, he has rather good contacts from who he is able to get introduced to more influential people in the industry. All of above should include an objective of following the budget and schedule for the completion as being measurable activities.

The milestone activities in the bottom are activities that cannot really be measured but are activities that are completed over time until objective activities can be started. The activities identified for this level were to contact the singers and buy the interface in order to record the vocals, plan the types of updates for the promotion puposes, planning the events to participate and people to contact to increase the amount of contact information. The most important areas of planning for this small scale project are schedule, budget and resource plans. The same information is presented in the work breakdown structure below with the critical success factor levels specified clearly and the activities explained more in detail. See figure 15 below.

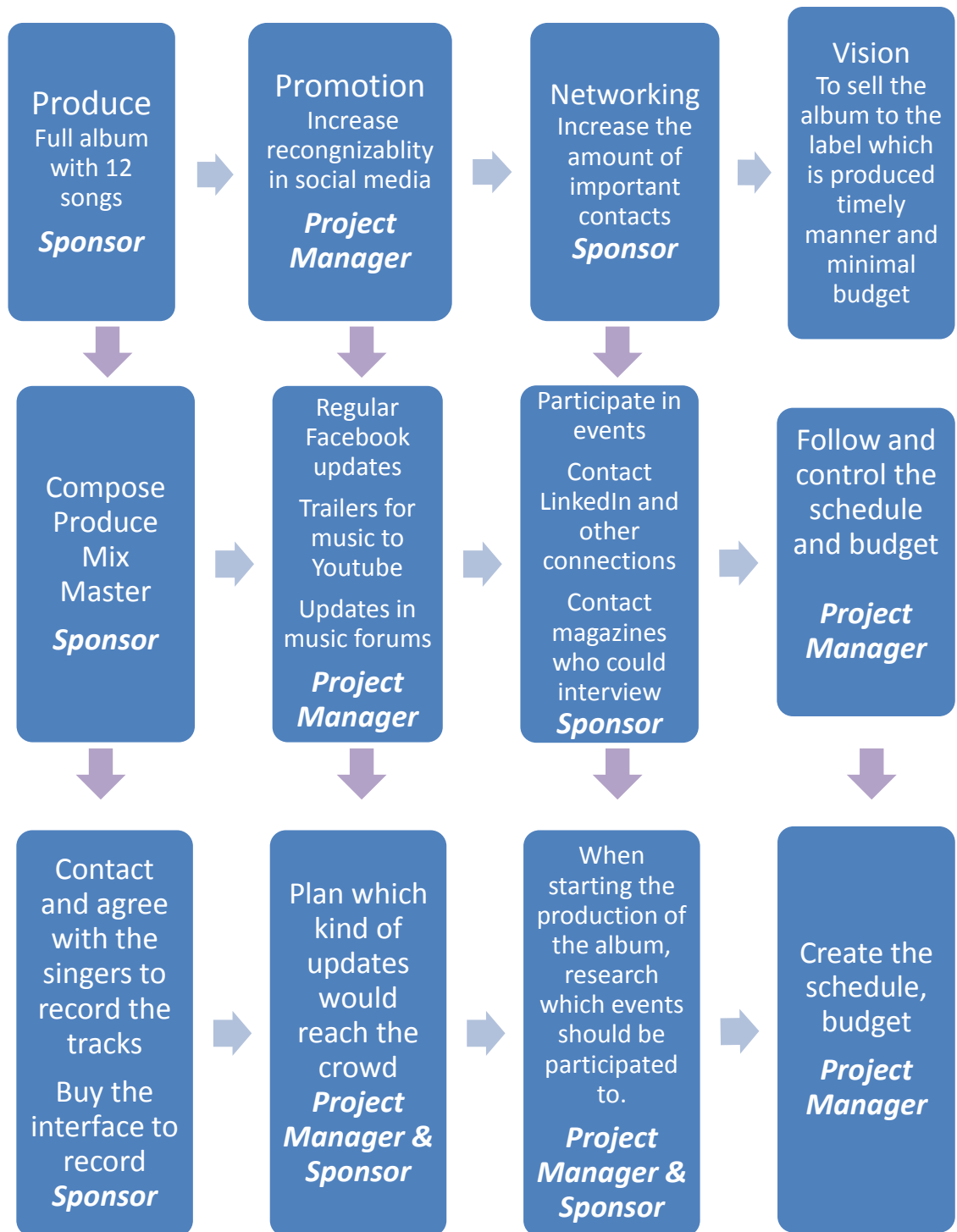


FIGURE 15. Work breakdown structure (WBS) - SØNE.

The work breakdown structure represents the activities in sequential and more clarified manner with addition of the accountable person on the bottom of each activity.

6.4 Preparing for the implementation

Following the construction of critical success factors and work breakdown structure, the table of critical success factors was developed. It is a summary of the areas of scope that has to be delivered, what factors are tracked to prove the delivery as well as the lowest level of critical success factors and their accountable persons. See the table below.

TABLE 4. Table of critical success factors

Critical path of success				
Produce full album that a recording label would buy				
Critical success factor definition				
Scope area	Objective tracking metric	Critical milestone	Accountable for CSF 3	Priority
Produce full album with 12 songs within schedule and budget	Tracking the progress of costs and schedule of sets of finished songs which has gone through composing, producing, mixing and mastering	Contact and agree with the singers to record the tracks Buy the interface to record Make contract with singers before contacting labels Book the studio to master the album	Sponsor	Highest. If no product to show or sell, the project would be pointless.
Promotion in order to increase recognizability	Social media updates Trailers for music to youtube Updates in music forums <i>Track that all of above are regular</i>	Plan for update types, platforms and regularity. Do as precise schedule as possible	Project Manager	High. Promotion increases the likelihood of label buying the album if there is an existing fan base and promotion material is done
Networking to get recognition from industry influentials and get closer to the labels	Utilize old contacts to get new contacts Participate to events Contact magazines and other official sources to create new contacts Track that there is effort put to create contacts	Plan for which events to participate and who to contact to	Sponsor	High. If there are people to refer to it is easier to get contact with label and others.

The work breakdown structure is a direct input of most of the areas of the table except for objective tracking metric and priority. The objective tracking metric is important for following that the scope is being delivered. The control methods for a small-scale projects can be simple and in this project it is mainly followed according to schedule and budget. It was discussed that schedule will be created for producing the sets of songs as well as bigger promotional efforts and smaller ones will be agreed upon through a promotion plan but not specific schedule will be created for it. A

simple budget will be created as well as there is no need for a formal budget due to not having external funding. At this point priority should be assigned between the areas of scope. Priority is assigned for the sake of resource distribution. In this project the highest priority is in the production of full album due to it being the main project and most time-consuming. It is also the most important part of enabling the main benefit; contacting the labels. Both of the areas of scope concerning the sub-project are of secondary priority, albeit still important

As the table of critical success factors primarily focuses on tracking the delivery of scope, the next procedure towards preparing for the implementation was to agree upon the control procedure for the most important areas of project; the scope, schedule and costs. In order to determine the key control methods for the project, the control specification table was constructed. As mentioned in the literature part the cost, time and scope are the main areas of project and the control specification table covers these areas. The appropriate objectives should be designed for each area. See the Table 5 below.

TABLE 5. Control specification table

Cost control		
Cost objective	Control methodology	Responsibility
Meets the budget created	Budget created, understood and followed during the project	Project manager
Schedule control		
Schedule objective	Control methodology	Accountability
Set of songs completed by deadline	Monitor that schedule is pursued	Sponsor
Full album completed by deadline	Deadline for completing the project in the schedule	Project manager
Promotion completed according to schedule	Agreed regular schedule for promotion activities, Milestone schedule for bigger promotional activities	Project manager
Important contacts identified and contacted while creating the album	Schedule for events, identify key people to contact before album is produced	Sponsor
Scope control		
Scope objective	Control methodology	Accountability
Full album	Final deadline monitored, the point before mastering gather some opinions of quality, but artist's vision is the standard of quality	Schedule: Project manager Quality: Sponsor
Branding created for the artist	Tracking the schedule for branding is being pursued, Tracking that over all promotion plan is being pursued	Project manager
Better networking	Tracking that networking is carried out regularly and connections increases	Monitor: Project manager Executing: Sponsor

The control specification table divides the areas of scope according to all control activities that should be pursued for each area of scope. It provides clarity to which tools should be followed in order to control the project. In the discussion between the artist and the author regarding control methodologies it became clear that indeed the amount of planning and project scope should be harmonized. It was acknowledged by the artist and the author that complex tools for control are unnecessary as the project is pursued mainly by two persons and therefore the co-operation is close and the communication easily facilitated to follow the development of the project. Nevertheless, the control specification table was created but further tools to create control strategies were not chosen to be constructed. Therefore basic tools were chosen to facilitate control and the

main objectives for the use of all the tools are communication, understanding and monitoring that tools are being pursued.

The main cost objective for the project is to meet the created budget. The control methodology was identified to simply be creating, understanding and following the progress of the created budget. Therefore, the budget's progress will be followed and possible changes carried out, i.e. control, if needed.

Schedule objectives were identified as tracking the progress of the sets of songs, the promotion as well as for networking according to schedule and reaching the final deadline of the album. The methodology for these were chosen to create a schedule for the set of songs and bigger promotional activities as well as pointing out clearly the final deadline of the finished album. For regular, smaller promotions, means of social media updates and networking, the control methodology was chosen to create a promotion plan which should be followed. This is simply followed by acknowledging that the promotion plan is being executed. Creating an precise schedule for these small activities was seen as unnecessary as having a promotional plan with guidelines were seen as more effective and have to be understood by only two people.

Scope control objectives are the main deliverables of the project which include the full album, branding for the artist and better networking. The control methodology should include the tracking of quality, quantity and functionality for these objects. For the main scope, the full album, the main concern of control is regarding functionality and quality. But in an artistic project this is very limited to an artist's vision. The quality in this case stands for the artist's vision of the songs and it is very personal whether a person will enjoy it or not. This was chosen to be controlled by gathering some opinions before mastering the album and to see if there are some changes that should be made. But the final word regarding functionality and quality artist posses himself. The quantity was chosen to refer to the schedule as there is no possibility of the actual scope to get out of hand in

terms of quantity, i.e. amount of albums being produced, to change to any other level than planned. The control methods regarding quantity quality and functionality for the scope areas of branding and networking was to create, understand and pursue the promotion plan. Once-again further control was seen unnecessary due to the scale of the project. The tools facilitating the control methodologies includes schedule, resource plan and simple budget in order to deliver the scope. These tools can be found from the appendices as they are part of the project plan.

7 CONCLUSIONS AND FURTHER RESEARCH SUGGESTIONS

In this chapter the research questions are answered in order to conclude the thesis. The main research question was appointed as “*How should the project be executed the optimally while taking into account its unique characteristics?*”. Multiple sub-questions were appointed which should answer the main research questions. See the following figure which answers the sub-questions briefly. The final project can be found in the appendices.

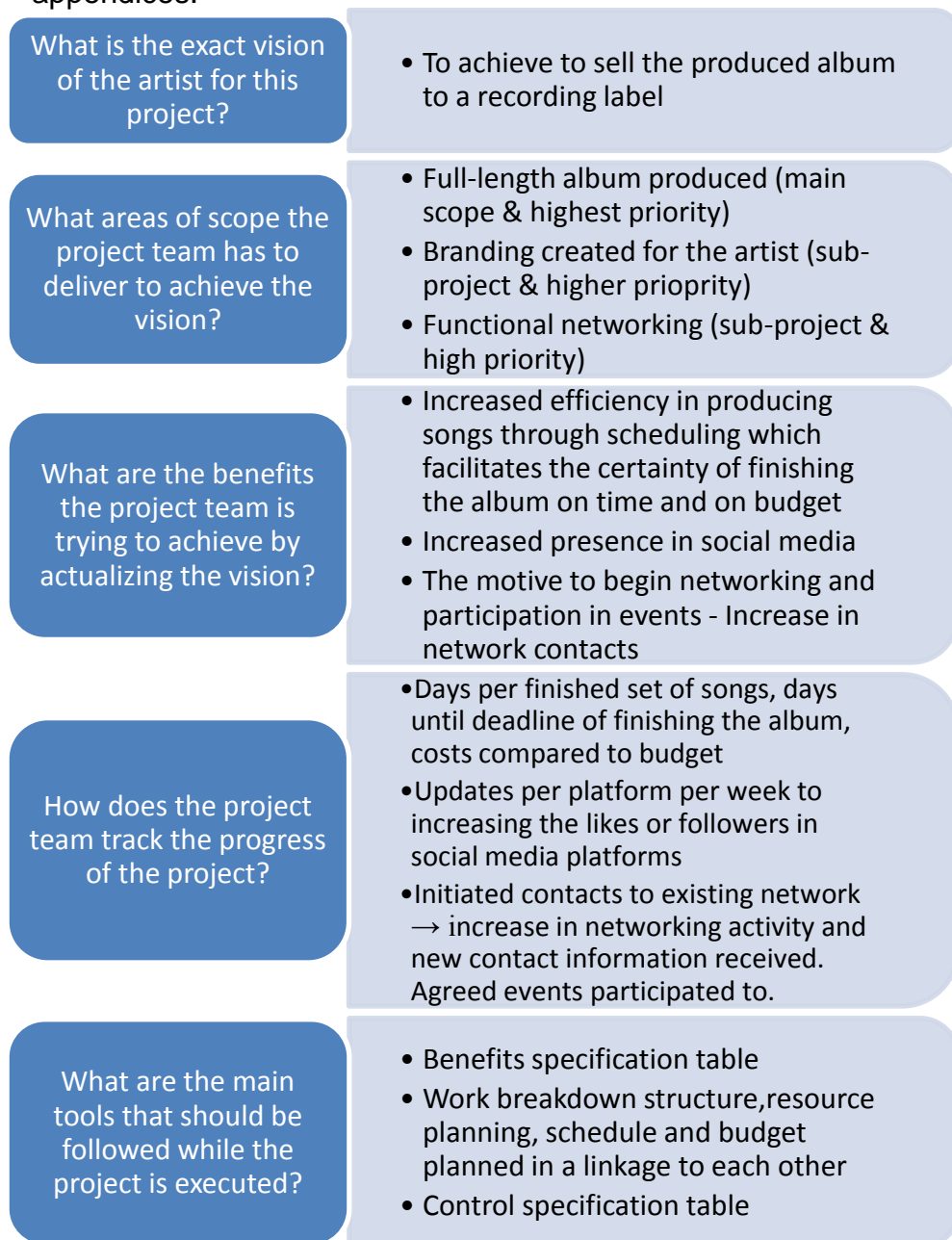


FIGURE 16. Answers to research questions.

Answering these questions gives a robust definition of scope and the benefits that deliver the scope. It will give the project team clear perception of the vision and the benefits of the project and what needs to be delivered to achieve them.

As the main vision of the project was broken down to more detailed objectives, which should be executed to reach the vision, the different areas of scope were identified to give clarity to measurement of delivery of scope and benefits. The areas of scope were producing a full album, representing the main scope with highest priority and the two sub-areas were promotion and networking.

Having at least to some extent measurable well-defined benefits will enable the control of is the project team delivering the project to the right direction and in the right way as was defined in the project plan. Therefore, as the scope was divided into more detailed and separate parts, the identification of measurable benefits for each area of scope was possible. The measurable benefits accounted to increase in the efficiency of producing sets of songs for the main area of scope. For the branding area of scope the increased presence in social media through regular updates was set to be a measurable benefit. The networking area included a measurable benefit of a motive to start networking and participation to events due to having a concrete product to promote of, the album. Having the measurable benefits are the key to develop a more detailed plan concerning activities that will deliver these benefits as well as the full scope successfully.

To deliver the scope and benefits accordingly, the measures to follow the progress of both were defiable. For the main scope, the days per finished sets of songs and days until deadline were identified as correct measures to increase efficiency of producing songs. Also, as costs being a limiting factor for the project, the costs compared to budget should be measured in order to deliver the project according to the objective of staying within budget limits. In order to reach the increased presence in social media

benefit, the updates per platform per week was decided to be measured as well as identifying if the likes/followers increase. For the networking aspect of the project the initiated contacts towards the people in the artist's network will be measured. Possibly the new contact information will be measured if it will be identified as measurable. The regularity of visiting the agreed events to promote the album will also be followed and measured to increase networking partners.

As the measurement for main benefits that should be achieved are identified, the activities to deliver these benefits and scope should be more specifically identified and controlled. The tools to align the vision, areas of scope and required benefits as well as the control methods for these factors were identified. These accounted for tools such as work breakdown structure, resource plan, schedule and budget. Control specification table is essential to define the method and extension of how different areas of a project are to be controlled.

The theory and methods introduced in the thesis are applicable for small-scale projects, not requiring official approval of funds or methods related to organizational processes such as human resources or resource approval. This applies well for self-driven projects to create a personal goal, especially in the artistic environment where the goal mainly concerns career development.

7.1 Validity and reliability

Reliability and validity should be evaluated in each scientific study. The criteria for assessing reliability and validity differs between quantitative and qualitative research methods and should not be mixed. Validity focuses on whether the research findings reflect on what the research questions were concerned with. (Kananen 2011,125.) Reliability assesses whether the research measurements and results are repeatable and consistent. (Kananen, 2011, 66.)

Given the nature of the study, the unstructured interview and participation method were chosen in order to receive in-depth information and to become a member of the project team. As the author, in this case as the builder of the project plan and as a member of the project team, has a great handle over the creation of the project plan these methods are seen as reliable for the case project. The author's perceptions over the project management tools may have effected the results, but nevertheless the artist's vision has been the lead in the project planning process. The applicability of the findings is strictly limited to the case project.

The research answered the research questions set and therefore is deemed valid. The research examined various sources including books and research papers determining the status of project planning theory. The unstructured interviews and participation method were used to collect the primary data for the research. Although the secondary data concerning the standardized model of project management and planning are not from a multitude of sources due to its global standardization, the study is valid.

7.2 Suggestions on further research

Based on the thesis, some suggestions for further research on project management were acknowledged. The research regarding comparison between the standardized model and rethinking model in project planning or how they could support each other would bring new insights to the research field. The thesis strictly focuses on the standardized model and how project planning is structured based on it. If the rethinking project management view is receiving further research and guidelines, it may fit better in creative industries or smaller projects due to its implications on the less use of technical tools and more towards social sciences. This could be researched in practise by developing a project plan for artistic project around the rethinking project management guidelines, if they are to be developed in future.

8 SUMMARY

The thesis was conducted to build a project plan for the author's friend who has a desire to become a music producer and therefore wants to produce his own album.

The literature review began from reviewing the history of project management as well as the two schools of research, the rethinking project management model as well as the classical, standardized model. The thesis had an emphasis on the standardized model and introduced the tools and models incorporated in it. The scope of the thesis was limited to the initiation and planning phases of the project and therefore focused greatly on the processes and tools incorporated in these two phases.

The deductive research method was employed in the thesis with the qualitative research approach. The primary data was collected by unstructured interviews as well as participant observation method due to the author being part of the project team. Through these data collection methods the tools appropriate for the project's scope for creating a project plan were utilized and filled out. The data analysis was simultaneously carried out as the project planning tools were filled out and the completed tools represent the analysis.

The findings of the study outlined an appropriate scope for the case project, with the main scope being the production of a full album, and two sub-areas as a promotion of the artist and efficient networking. The main benefits were identified to track the success of the project and were related to increased efficiency of producing songs and networking and increased presence in social media. The benefits are connected to the tracking of delivery of scope which were given a measurable metrics according to the given benefit. The benefits and their metrics were identified accordingly through benefits hierarchy and benefits mapping tool. The main tool for the initiation phase resulted into a benefits specification table clearly displaying the benefits, metrics, existing baseline for metric, target for the metric as well as the responsible persons and the

areas of scope for each benefit. As the vision, desired benefits and areas of scope were clearly defined at this point, the required activities to deliver all the areas of scope were identified through the use of critical success factor triangle and critical success factor table as well as work breakdown structure. The needed activities to achieve the areas of scope were broken down into two lower levels, the lowest level being critical milestone activities which should be started out before other activities start for the respective areas of scope. The table of critical success factor is the main deliverable of this stage of planning displaying the levels of activities as well as accountable persons for the lowest level of activities and the priority for the sake of resource distribution. Finally, the control methodologies were identified through a control specification table. This tool specifies methods and further tools on how different areas of scope should be controlled. For this specific project schedule, budget, resource plan and promotion plan were identified to be needed in order to control the time, costs and scope for each area of scope.

The thesis managed to answer the research questions set. The thesis was limited for the initiation and planning phases for the specific case project and does not include all processes and tools of initiation and planning of what may be included in projects that are carried by organizations due to being personal, artistic and a relatively small-scope project. Due to the thesis focusing on a case study, the reliability could be questioned. Finally, future research was suggested to concern the implications of rethinking project planning model for projects. The RPM research has initiated the integration of its concept and may have effective guidelines in future on how to follow the model as well as new practices and tools being used. The research regarding comparisons between the standardized models and rethinking models in project planning or how they could support each other was suggested.

REFERENCES

WRITTEN REFERENCES

Alleman, G. 2014. Performance-based project management : increasing the probability of project success. New York: Amacon.

Atkinson, R., Crawford, L., Ward, S., 2006. Fundamental uncertainties in projects and the scope of project management. *International Journal of Project Management* 24(8)/2006, 687-698.

Blomquist, T., Hällgren, M., Nilsson, A., Söderholm, A., 2010. Project-as-practice: in search of project management research that matters. *Project Management Journal* 41(1)/2010, 5-16.

Clarke, N., 2010. Projects are emotional: how project managers' emotional awareness can influence decisions and behaviours in projects. *International Journal of Managing Projects in Business* 3(4)/2010, 604-624.

Crawford, L., Morris, P., Thomas, J., Winter, M., 2006. Practitioner development: from trained technicians to reflective practitioners. *International Journal of Project Management*. 24(8)/2006, 722-733.

DiCicco-Bloom, B., Crabtree, B. 2006. The qualitative research interview. *Medical Education*. 40(4)/2006, 314-321.

Garel, G. 2013. A history of project management models: From pre-models to the standard models. *International Journal of Project Management* 31(5)/2013, 663–669.

Kananen, J., 2011. Rafting Through the Thesis Process: Step by step Guide to Thesis Research. Jyväskylä: JAMK University of Applied Sciences.

Kendrick, T. 2010. Project Management Tool Kit: 100 tips and techniques for getting the job done right. Second edition. New York: Amacon.

Kreiner, K., 1995. In search of relevance: project management in drifting environments. *Scandinavian Journal of Management*. 11(4)/1995, 335-346.

Lock, D. 2013. *Naked Project Management: the bare facts*. Surrey: Gower Publishing Limited.

McLeod, L., Doolin, B., MacDonell, S.G., 2012. A perspective-based understanding of project success. *Project Management Journal* 43(5)/2012, 68-86..

Melton, T. 2007. *Project Management Toolkit : The Basics for Project Success*. Second edition. Oxford: Butterworth-Heinemann.

Merriam, S. 2014. *Qualitative Research: A Guide to Design and Implementation*. San Francisco: Jossey-Bass.

Nollaig, F. 2011. *Qualitative Research Methods In Psychology*. Berkshire: McGraw-Hill Open University Press.

Packendorff, J., 1995. Inquiring into the temporary organization: new directions for project management research. *Scandinavian Journal of Management* 11(4)/1995, 319-333.

Patel, V. 2008. *Project Management*. Jaipur: Oxford Cook Company.

Pollack, J., Adler, D. 2015. Emergent trends and passing fads in project management research: A scientometric analysis of changes in the field. *International Journal of Project Management* 33(1)/2015, 236-248.

Project Management Institute. 2008. *A Guide To The Project Management Body of Knowledge (PMBOK guide)*. Fourth edition. Pennsylvania: Project Management Institute Inc.

Saunders, M., Lewis, P., Thornhill, A. 2009. Research methods for business students. 5th edition. Essex: Pearson Education Limited

Svejvig, P., Andersen, P. 2015. Rethinking project management: A structured literature review with a critical look at the brave new world. *International Journal of Project Management* 33(2)/2015, 278-290.

Söderlund, J. 2004. Building theories of project management: past research, questions for the future. *International Journal of Project Management* 22(3)/2004, 183-191.

Winter, M., Smith, C., Morris, P., Cicmil, S., 2006. Directions for future research in project management: the main findings of a UK governmentfunded research network. *International Journal of Project Management*. 24(8)/2006, 638-649.

ELECTRONIC SOURCES

CHAFEA (Consumers, Health, Agriculture and Food Executive Agency). 2012. Managing projects. [Referenced 13 January 2016] Available in CHAFEA database:

http://ec.europa.eu/chafea/management/Fact_sheet_2010_01.html

Kawulich, B. 2005. Participant Observation as a Data Collection Method. *Forum: Qualitative Social Research*. [Online journal: referenced 11 April 2016] 6(2)/2005.

Kelly-Gagol, J. 2016. Leon Battista Alberti. [referenced 11 April 2016] Available in Encyclopedia Britannica database:

<http://global.britannica.com/biography/Leon-Battista-Alberti>

Project Management Institute. 2010. The value of project management. [referenced 10 May 2016] Available in Project Management Institute database: https://www.pmi.org/Business-Solutions/-/media/PDF/Business-Solutions/Value%20of%20Project%20Management_FINAL.ashx

Statistics Solutions. 2016. Theoretical Framework. [referenced 13 January 2016] Available in Statistics Solution database:

<http://www.statisticssolutions.com/theoretical-framework/>

The Center for Association Leadership. 2016. Essential Elements of Project Management. [referenced 13 January 2016] Available in the Center's database:

<http://www.asaecenter.org/Resources/AMMagSidebarDetail.cfm?ItemNumber=9668>

The University of Akron. 2016. Project Life Cycle. [referenced 13 January 2016] Available in Project Management Office database:

<https://www.uakron.edu/pmo/plc/>

APPENDICES

APPENDIX 1.

Project plan for SONE – See the next page

Background

Project is undertaken due to the artist's (also the sponsor) desire to become a music producer and to produce album with his own music. This task has not been undertaken previously due to lack of actual plans and deadlines, thus no incentive and motivation to finish album.

Goals - Deliverables

- Full album → 12 songs
- Branding for the artist → Increase social media recognizability
- More connection in the industry → Increase the amount of industry's influential contacts, Networking

Benefits

- Producing songs will be more efficient and the likelihood of finishing album greater when schedule is in place
- Increase in social media presence will increase recognizability of the artist and help with branding
- Networking will increase the amount of new contacts which increases recognizability and may bring new possibilities to participate events or contact more people

Scope

End result of the project is a finished album with a successful branding and networking of the artist which will support the selling of the album and contacting to the recording labels.

Key Stakeholders

Prospective client	Recording label, fans
Sponsor	The artist
Project manager	The author
Vocals	[Not pointed out for privacy reasons]

Project Milestones

Start date: 16th of May 2016

End date: 27th of October 2016

Deadlines to finish sets of 3 songs (~every 40 days)

- 24th of June
- 3rd of August
- 12th of September
- 20th of October

Mastering deadline

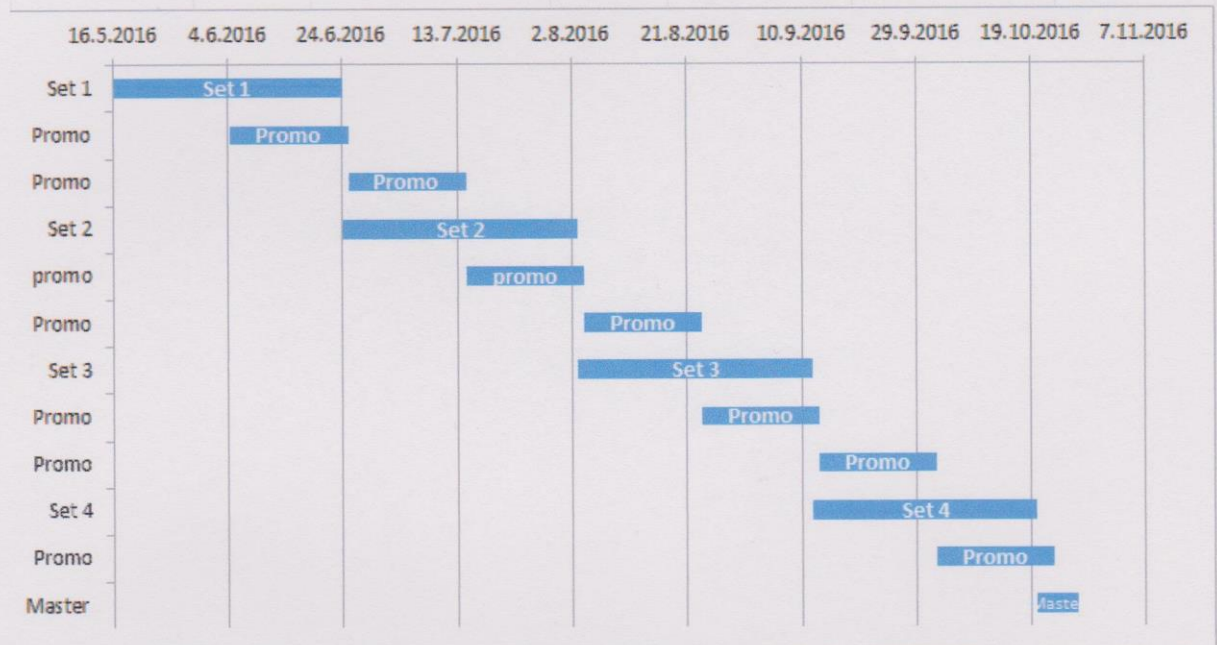
- 27th of October

Promotional activities deadlines (~Every 20 days)

- 25th of June
- 15th of July
- 4th of August
- 24th of August
- 13th of September
- 3rd of October
- 23rd of October

Schedule

Description	Start date	Total days to complete	End date	Days completed	Days left to complet non-negativity
Set 1	16.5.2016	39	24.6.2016	0	39
Promo	5.6.2016	20	25.6.2016	0	20
Promo	25.6.2016	20	15.7.2016	0	20
Set 2	24.6.2016	40	3.8.2016	0	40
promo	15.7.2016	20	4.8.2016	0	20
Promo	4.8.2016	20	24.8.2016	0	20
Set 3	3.8.2016	40	12.9.2016	0	40
Promo	24.8.2016	20	13.9.2016	0	20
Promo	13.9.2016	20	3.10.2016	0	20
Set 4	12.9.2016	38	20.10.2016	0	38
Promo	3.10.2016	20	23.10.2016	0	20
Master	20.10.2016	7	27.10.2016	0	7
Today's date	10.4.2016				



Set consists of 3 songs

Promo activities refer to bigger promotional activities such as trailers and videos etc.

Critical path of success = what has to be done to reach success (incl. WBS)

Critical path of success				
Produce full album that a recording label would buy				
Critical success factor definition				
Scope area	Objective tracking metr	Critical milestone	Accountable for CSF 3	Priority
Produce full album with 12 songs within schedule and budget	Tracking the progress of costs and schedule of sets of finished songs which has gone through composing, producing, mixing and mastering	Contact and agree with the singers to record the tracks Buy the interface to record Make contract with singers before contacting labels Book the studio to master the album	Sponsor	Highest. If no product to show or sell. The project would be pointless.
Promotion in order to increase recognizability	Social media updates Trailers for music to youtube Updates in music forums <i>Track that all of above are regular</i>	Plan for update types, platforms and regularity. Do as precise schedule as possible	Project manager	High. Promotion increases the likelihood of label buying the album if there is existing fan base and promotion material done
Networking to get recognition from industry influentials and get closer to the labels	Utilize old contacts to get new contacts Participate to events Contact magazines and other official sources to create new contacts Track that there is effort put to create contacts	Plan for which events to participate and who to contact to	Sponsor	High. If there are people to refer to it is easier to get contact with label and others.

Strategy

1. Create the artist name to facilitate start of promotion **Before 16th of May**
 - Buy the domain for the website and add essential information to it
 - Create facebook page to facilitate the start of promotion

2. Start producing the set of songs according to the schedule **16th of May**
 - The singers has to be contacted when it comes to a point that vocal lines needs to be recorded, buy the interface for recording

3. Start the promotion according to the schedule **5th of June**
 - Bigger promotional activities, teasers or making of videos etc., according to the schedule above
 - Regular promotion approx. 3-4 times a week in social media according to the promotion plan

4. Start networking **16th of May**
 - Start contact the existing contacts to get influential contacts of the industry and further support branding
 - Identify events that should be participated to when the project progresses further
 - Not the highest priority, start when there is enough material to promote

5. Mastering **20th of October**
 - Book the studio for maximum of 2 days to master the album
 - Ask some opinions of the album from various parties before the mastering
 - Make sure that at this stage at the latest the contracts are done with the singers

Project Budget

Only simple budget is needed due to project being personal, non-organizational, project. The scope in the project does not involve the activities regarding label buying the album and financial benefits gained from it. See budget below.

Description	Quantity	Per pax	Total
Interface	1	1400 PLN	1400
Website domain & server/year	1	120 PLN	120
Mastering album in studio per day	Max 2	300 PLN	600
Other possible expenses (events...) + Back up	n/a	n/a	600
			2720

*PLN=Polish złoty

Resources

Resources are specified in a resource plan below.

Activity	Skills & responsibility	Resources possessed	Resources needed
Produce the album	The artist possess the skills to compose, produce, record, mix and master the songs The artist has contacts to singers he wants to record the tracks with	Computer with relevant programs, the artist's agreement on the schedule and deadlines	Interface has to be bought before recording the vocals Singer's agreements to record the tracks, Microphone borrowed from a friend, When mastering the album the Radio Gdansk studio has to be booked Before contacting label, the contracts has to be made with singers about releasing the tracks and the financial side of it
Promotional activities: Updates, trailers etc., Creating the website	The artist and the author both devotes the time to produce promotional material on schedule. The artist has knowledge and experience in creating websites and maintaining them	Computer and programs for creating the material and updating it online Camera Promotion plan created	Buy the server and domain for the website
Promotional: Networking and events	The artist has good existing contacts where to get new contacts from.	Existing contacts and LinkedIn Promotion plan created	Existing contacts' help in getting new contacts. Tickets to events if needed
Project management	The author will track that the schedule, budget and overall plan are being pursued. The artist is responsible of reporting if change is needed or new ideas come along	Project plan created	

Constraints, Assumptions, Risks and Dependencies

Constraints	Artist's time and inspiration, financial resources, functioning of the computer
Assumptions	The artist will allot adequate amount of time to produce the tracks on time The artist has inspiration to compose the tracks on time The quality of the album is sufficient to sell it to the recording label [Describe here conditions or situations that you are relying on in order to achieve project goals]
Risks and Dependencies	Financial difficulties e.g. difficulty to buy interface → Purchasing an interface is a great dependency on producing the album Different situations affecting to the artist not having time to carry out the project → the artist having time to produce is a great dependency on carrying out the project Malfunction of the computer or programs → having a working computer and programs is a requirement when producing the album The risk tends to be of that nature that great mitigation plans cannot be placed.

Project Controls

Cost control		
Cost objective	Control methodology	Responsibility
Meets the budget created	Budget created, understood and followed during the project	Project manager
Schedule control		
Schedule objective	Control methodology	Accountability
Set of songs completed by deadline	Monitor that schedule is pursued	Sponsor
Full album completed by deadline	Deadline for completing the project in the schedule	Project manager
Promotion completed according to schedule	Agreed regular schedule for promotion activities, Milestone schedule for bigger promotional activities	Project manager
Important contacts identified and contacted while creating the album	Schedule for events, identify key people to contact before album is produced	Sponsor
Scope control		
Scope objective	Control methodology	Accountability
Full album	Final deadline monitored, the point before mastering gather some opinions of quality, but artist's vision is the standard of quality	Schedule: Project manager Quality: Sponsor
Branding created for the artist	Tracking the schedule for branding is being pursued, Tracking that over all promotion plan is being pursued	Project manager
Better networking	Tracking that networking is carried out regularly and connections increases	Monitor: Project manager Executing: Sponsor

Promotion Plan

Before any official promotion is started the website domain has to be bought and essential information has to be available in the website. The name and logo for artist has to be created in order to start effective branding.

Objective	To increase recognizability of the artist
When	Start on 5th of June
How	Use an app which will automatically update <u>most</u> of the platforms at once. <ul style="list-style-type: none"> Scheduled updates can be created so the updates can be created before and the platform will update it according to the schedule
How often	3-4 times per week
Where	Facebook, Instagram, Snapchat, YouTube (trailers)
Types	Monday: Inspirational tracks or interesting news from other artists → Tag other artists to get more views Thursday: Throwback Thursdays ☑ Old pictures, old projects of the artist Friday: Two different categories of updates → Week A: A short making of video or tutorial video of the song being produced → Week B: Interesting fact about a song/album being produced
Networking	Through LinkedIn and events. More formal networking should be carried out when there is enough material to promote in order to get influential contacts and get real interest towards the album

APPENDIX 2. The unstructured interview thematics and example questions

First unstructured interview session

The goal: Understand the vision of the artist as well as identifying the pursued benefits

The objective: Complete the simple benefits hierarchy, benefits mapping and benefits specification table.

Simple benefits hierarchy:

Highest level: Identify the high-level goal, the ultimate reason why the project is being executed

2nd level: Possible quantifiable justification → Identify further in benefits mapping

3rd level: The scope → What is the ultimate deliverable of the project enabling the benefits

4th level: What are measured to track that the scope is being delivered?
→ “sub-scope”

5th level: What are measured to track that benefits are delivered?

Benefits mapping

Assuring that all the possible benefits are identified and aligned with the highest level of benefits hierarchy i.e. the main reason why the project is carried out. Identifying the corresponding and appropriate benefit metrics for each benefit.

→ Asking for the upper level “How will we achieve this” until the metrics are identified.

Benefits specification table:

Benefits mapping working as a direct input for potential benefit and benefit metric. Main goal of this tool is to identify the baseline, i.e. is there already

activity on that area of activity, and target of benefit metrics as well as accountable for the delivery of each benefit metric to target level.

Second unstructured interview session

Goal: Identify the work load needed to deliver the different areas of scope and eventually the benefits.

Critical success factors triangle: As the areas of scope were identified in benefits mapping, the activities that lead up for their delivery has to be identified; what tasks are included in delivering this area of scope, i.e. how will we achieve producing album? Work down to the bottom level with a question: is there some activity that has to be carried out before we can start the activities in the upper level?

WBS: Arranging the information retrieved through critical success factor triangle to sequential manner. Verify that all activities are identified in order to deliver all areas of scope.

Third unstructured interview session

Goal: Preparing for implementation. Identifying the priority for resource reasons and objective metrics to ensure that tasks named in WBS are tracked corresponding to the benefits pursued.

Table of critical success factors

Displays work break down structure, its tracking, accountable persons and priority in same table. Assign appropriate objective tracking metric for each area of scope taking into account the benefits assigned for the areas of scope → See the benefit criteria in benefit mapping.

To assign priority, ask: Which is the most time and resource consuming area of activity? What is the most essential part of delivering the highest

benefit of the project? (This may be dependent on the nature of the project, as in this case there are main project and sub-project)

Control specification table:

The areas of scope are divided according to which control methodologies should be applied taking account that project management's main objective is to manage and control costs, time and scope. The tool itself is divided to these main parts.

- ➔ Follow questions such as: How will we monitor to reach the cost objective? In organizational projects this may include delivering cost reports of multiple departments or other methods. What kind of schedule requirements are involved in the project? What standards are incorporated to the scope in terms of quantity, quality and functionality and how to control them?
- ➔ Finally, identify and point out the tools needed for the control and incorporate them into the project plan.